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Travel Montana

Tourism and Film Marketing Plan

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Table of Contents

Forword 2

Introduction 3

Tourism Advisory Council 4

Certified Tourism Organizations 5

Tourism Funding 8

• Travel Montana Marketing Plan

Travel Montana Overview 9

Organizational Chart 13

Consumer Marketing 14

Electronic Marketing and Information Services 18

Consumer Publications 20

U.S. and Canadian Publicity 22

Overseas Marketing 24

U.S. and Canadian Group Travel 26

Meetings and Conventions 28

Industry Services 30

Superhost Program 31

Tourism Development and Education 32

Film Industry Promotion and Services 34

Cooperative Marketing 36

• Tourism Research

Planned Research Projects 37

• Calendar

Marketing Calendar 1997/98 38

• Tourism Facts and Figures

The Importance of Tourism 40

Facts About Visitors 43

Key Marketing Objectives 44

Forward

Greetings to all our friends, legislators and users of this booklet which outlines the plans, goals and objectives of the Montana Commerce Department's tourism development and promotion program. As one of Montana's new basic industries, tourism has helped Montanans develop more diverse and stronger state and local economies, something that is providing benefits to our citizens in every corner of the state. This development is the result of a very positive, productive partnership between Montana's public and private sectors. I applaud these efforts and encourage others to exemplify the teamwork approach that Montana's tourism partners have employed.

With the help of this partnership, our administration and the Montana Legislature were able to save a valued part of Montana's rich heritage and culture: the historic Virginia City and Nevada City properties that were purchased by state government in 1997. Last year, we also forged new links in our friendship chain with Albertans through the development of the Alberta-Montana Discovery Guide, a handbook highlighting the state and province's heritage sites, parks and museums. In addition to generating economic benefits, these tourism industry efforts are adding to Montana's quality of life and our citizens' appreciation for this wonderful parcel of God's good earth we share and call home.

Thank you all for the good work in the past and we look forward to working with you in the year to come.

Marc Racicot

MARC RACICOT

Governor

As the new director of the Montana Department of Commerce, I would like to extend my thanks to the Montana tourism industry team for the welcome they have provided me. The development of Montana's tourism industry over the last decade has been one of the good news stories in Montana's economic activity. As the state's economic development agency, we at the Commerce Department will continue to focus our attention and resources on ensuring that tourism provides positive benefits for the state with regard to employment, payroll, state and local economies and the quality of life found in our Montana communities.

As Governor Racicot mentioned, the emergence of tourism as a basic industry in Montana is the result of a lot of people working together for a common goal. As the tourism industry matures, the need for cooperation between Montana's tourism partners grows ever more important. This is particularly true with regard to the various federal and state agencies involved with or having influence over the public resources that Montanans and our visitors use and enjoy. I am pleased with the work of the federal/state agency partnership involved in the Montana Tourism and Recreation Initiative and encourage all the parties to remain active members in these collaborative planning and program implementation efforts. This is one of the keys to ensuring a positive experience for everyone involved in the enjoyment of Montana as a place to live, work and recreate.

Best wishes to everyone in the year ahead.

Peter S. Blouke

PETER S. BLOUKE, Ph.d

Director, Montana Department of Commerce

Introduction

I became the administrator of Travel Montana in July 1992. At that time, the finishing touches were being put on a five-year strategic plan. I remember feeling overwhelmed by the tasks facing us and somewhat skeptical about this organization's ability, and the ability of the Montana tourism industry, to truly accomplish the goals outlined in the plan. In 1992, Montana was experiencing double-digit growth in visitors. While some areas of the state were booming, others felt neglected. Statewide, our tourism infrastructure was not keeping up with the visitor influx. Our strategic plan was targeted to address these challenges, but I questioned whether the resources and cooperation were there to accomplish the challenges.

There were seven objectives in our strategic plan. Balancing meaningful growth, responsible development and fostering cooperation throughout Montana's tourism industry were our goals. Our theme was "quality not quantity." We all knew that rapid growth in certain parts of our state presented consequences that were not always desirable. We knew that we needed to do a better job in dispersing visitors across the state. Now, in the final year of the current plan, I am proud to say that we had the resources and the cooperation not only to meet our plan's goals, but, in some cases, to exceed expectations.

Tourism has become the second largest sector of our state's economy. With 14% of our workforce directly employed by this industry (Objective #2), we rank third in the U.S. in this regard. Tourism has grown more rapidly in traditionally less traveled areas of our state (Objective # 5). There has been a dramatic increase in demand for farm/ranch working vacations, which helps strengthen agriculture, our state's number one industry. In 1992, less than 2% of accommodation tax collections were used for infrastructure development. Currently, over 20% of each dollar collected goes to addressing these needs (Objective #6). This is a dramatic shift in both expenditures and philosophy. While overall visitation seems to have reached a plateau in recent years, the average length of stay and daily visitor expenditure has increased substantially (Objective #1). There has been tremendous growth in motion picture and commercial productions in our state. (Objective #3)

While proud of our collective accomplishments, I recognize that we are now faced with new challenges not anticipated five years ago. Visitation to our national parks is declining. The weakness of the Canadian dollar has dramatically affected visitation from our northern neighbors. The demographic and psychographic makeup of our guest is changing. There is increased competition for the visitor's dollar. Montana is no longer the new, hot destination. Our federal and state agencies which manage so much of our recreational land are being squeezed by increased demand and declining budgets. Clearly challenges remain.

We are currently working with citizens, agencies and industry groups to finalize the next five-year strategic plan. I am impressed by the sense of dedication and purpose of the participants in this process. It is interesting that one of the main themes of the new plan is to continue to find ways to encourage the development of sustainable tourism while maintaining quality of life and protecting natural, cultural and recreational resources. Montana is truly a special place, and through our cooperative efforts we must ensure that this quality is nurtured, not lost. Through the careful guidance of the Governor's Tourism Advisory Council and with the continued cooperation of the tourism regions, CVBs and numerous state and federal agencies we work with, I am confident we can ensure that tourism's role in our state remains positive and beneficial to all Montanans.

Matthew T. Cohn

MATTHEW T. COHN
Director, Travel Montana

Tourism Advisory Council

The Montana Tourism Advisory Council (TAC) was created by statute in July of 1987, as a result of the inception of the Montana accommodations tax. The council is composed of no fewer than 12 members from Montana's private-sector travel industry, with representation from each of Montana's six tourism regions and a representative from the Indian tribal governments. Members of the council are appointed by the governor and serve staggered three-year terms, subject to replacement at the discretion of the governor.

A chairperson and a vice chairperson are elected, or re-elected, by the council during the first meeting of each fiscal year, beginning July 1. Members must have served on the council for at least one year to be eligible for election to these posts. The council meets three times annually and/or as needed.

The duties of the Council are:

- Advise the governor on matters which relate to travel and tourism in Montana.
- Set policies and guide the efforts of Travel Montana, within the Department of Commerce.
- Oversee distribution of funds and set guidelines for nonprofit regional tourism corporations and nonprofit Convention and Visitors Bureaus.
- Prescribe allowable administrative expenses for which accommodations tax proceeds may be used by nonprofit regional tourism corporations and nonprofit Convention and Visitors Bureaus.
- Direct the university system's travel research and approve all projects prior to implementation.

Tourism Advisory Council

Lisa Perry, Chair (1998)
Northwest Airlines
Billings International Airport
Billings, MT 59105
406-248-4705
406-245-9336 (fax)

Carl Kachman, Vice Chair (1999)
Kochman Consulting
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Great Falls, MT 59403
406-771-0731
406-771-0422 (fax)

Maureen Averill (1998)
Flathead Lake Lodge
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Bigfork, MT 59911
406-837-4391
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Thelma Baker (1999)
Thunder Bird Motel
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406-543-7251
406-543-7251 (fax)

Betsy Baumgart (1998)
Holiday Inn Express
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Helena, MT 59601
406-449-4000
406-449-4522 (fax)

Diane Brandt (1998)
Sam's Supper Club
307 Klein Avenue
Glasgow, MT 59230
406-228-4614

Robert Dompier (1998)
Best Western Heritage Inn
1700 Fox Farm Road
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406-761-1900
406-761-0136 (fax)

Kelly Flynn (1999)
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Fairmont Hot Springs
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Donna Madson (2000)
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Al Donahue (Emeritus)
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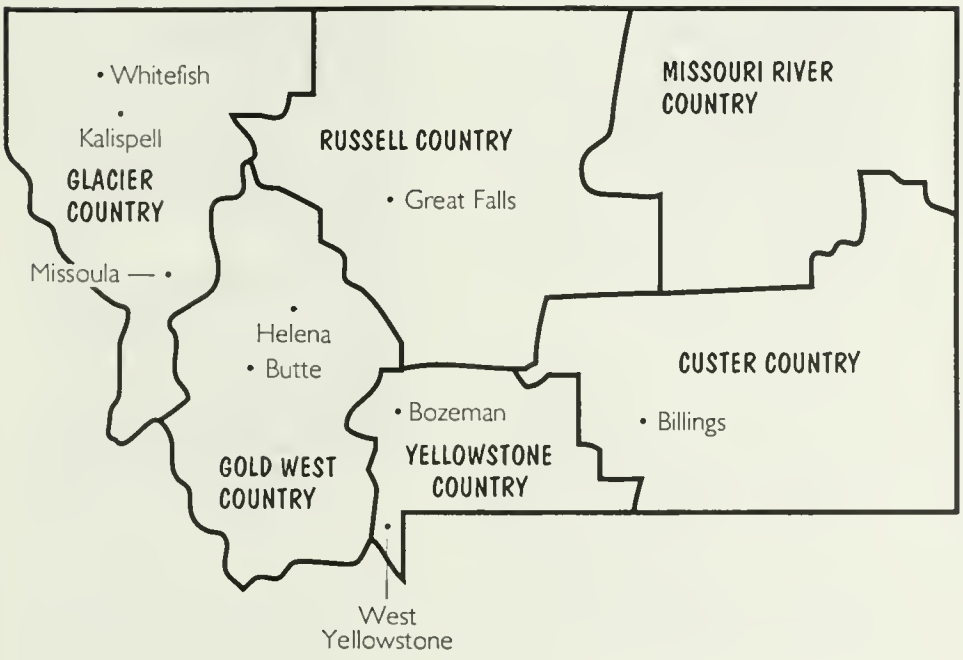
Great Falls, MT 59404
406-761-1900
406-761-0136 (fax)

- Numbers to the right of each name indicate the year in which the term expires on July 1

Certified Tourism Organizations

Twenty-five percent of Montana's state tourism budget is legislatively allocated to 15 certified organizations. These organizations are private, nonprofit corporations that market specific regions and cities within the state. Under the direction and guidance of the Tourism Advisory Council, these organizations submit annual marketing plans which seek to both increase visitation and visitor length of stay. Marketing plans for each of the tourism organizations are on file at Travel Montana.



Tourism Regions

- **Custer Country**

Dixie Myhre, President
Custer Country
Pineview Rd.
Custer, MT 59024
406-947-2424 (phone/fax)

Edythe McCleary, Exec. Dir.
Custer Country
Route 1, Box 1206A
Hardin, MT 59034
406-665-1671 • 406-665-3068 (fax)

- **Gold West Country**

Shirley Beck, President
Gold West Country
PO Box 2002
Philipsburg, MT 59858
406-859-3236 • 406-859-3631 (fax)

Gail Jones
Gold West Country
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Deer Lodge, MT 59722
406-846-1943 • 406-846-1943 (fax)

- **Russell Country**

Gayle Fisher
Russell Country
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Great Falls, MT 59403
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Lois Hill, President
Russell Country
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Geyser, MT 59447
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- **Glacier Country**

Linda Anderson, Exec. Dir.
Glacier Country
913 8th Avenue West
Kalispell, MT 59901
406-756-7128 • 406-756-1575 (fax)

Becky Mangun, President
Glacier Country
185 Council Way
Missoula, MT 59802
406-549-0881 • 406-549-0594 (fax)

- **Missouri River Country**

Arch Ellwein, President
Missouri River Country
1005 15th Street SW
Sidney, MT 59270
406-482-5109 (phone/fax)

Tina Bilges, Exec. Sec.
Missouri River Country
PO Box 387
Wolf Point, MT 59201
406-653-1319 (phone/fax)

- **Yellowstone Country**

Marilyn Strange, President
Yellowstone Country
PO Box 489
Columbus, MT 59019
406-322-4143 • 406-322-4745 (fax)

Joan Cline, Sec./Treasurer
Yellowstone Country
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Red Lodge, MT 59068
406-446-1718 • 406-446-2513 (fax)

Margaret Karas, Admin. Asst.
Yellowstone Country
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Red Lodge, MT 59068
406-446-1005 • 406-446-2513 (fax)

Convention & Visitors Bureaus

- **Billings**

Billings Area Chamber of Commerce
PO Box 31177
Billings, MT 59107
406-245-4111 • 406-245-7333 (fax)

John Brewer, Director
Billings CVC

E. "Butch" Ott, President
Billings Area Chamber of Commerce

- **Bozeman**

Bozeman Area Chamber of Commerce
PO Box B
Bozeman, MT 59715
406-586-5421 • 406-586-8286 (fax)

Racene Friede, Director
Bozeman CVB

David Smith, Exec. Director
Bozeman Area Chamber of Commerce

- **Butte**

Butte-Silver Bow Chamber of Commerce
1000 George
Butte, MT 59701
406-723-3177 • 406-723-1215 (fax)

Connie Kenney, Exec. V.P.
Butte-Silver Bow Chamber of Commerce

Ms. Eddie Steward, Admin. Asst.
Butte-Silver Bow CVB

- **Great Falls**

Great Falls Area Chamber of Commerce
PO Box 2127
Great Falls, MT 59403
406-761-4434 • 406-454-2995 (fax)

Mike Labriola, Exec. V.P.
Great Falls CVB

Terry Pehan, President
Great Falls Area Chamber of Commerce

- **Helena**

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225 Cruse, Suite A
Helena, MT 59601
406-447-1530 • 406-447-1532 (fax)

Charity Watt, Manager
Helena CVB

Ernie Nunn, Exec. Dir.
Helena Area Chamber of Commerce

- **Kalispell**

Kalispell Area Chamber of Commerce
15 Depot Park
Kalispell, MT 59901
406-758-2800 • 758-2805 (fax)

Joe Unterreiner, Exec. V.P.
Kalispell Area Chamber of Commerce

Rhonda Olson, Director
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15 Depot Park
Kalispell, MT 59901
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- **Missoula**

Missoula Area Chamber of Commerce
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Patti Benner, Manager
Missoula CVB

Kim Latrielle, Exec. V.P.
Missoula Area Chamber of Commerce

- **West Yellowstone**

West Yellowstone Chamber of Commerce
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406-646-7701 • 406-646-9691 (fax)

Viki Eggers, Exec. Dir.
West Yellowstone CVB

Leif Johnson, President
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West Yellowstone, MT 59758
406-646-4100

Mr. Kelly Anderson, Exec. V.P.
PO Box 368
West Yellowstone, MT 59758
406-646-7501

- **Whitefish**

Whitefish Chamber of Commerce
PO Box 1120
Mountain Mall
6475 Hwy 93 South
Whitefish, MT 59937
406-862-3501 • 406-862-9494 (fax)

Linda Semraw, Exec. Dir.

Rhonda Olson, Director
Flathead CVB
15 Depot Park
Kalispell, MT 59901
406-756-9091 • 257-2500 (fax)

Tourism Funding

Currently, approximately 20% of tax collections go toward tourism-related infrasctructure needs around the state.

Our state's dramatic tourism growth since 1988 is directly tied to the Montana Legislature's creation, in 1987, of a dedicated accommodations tax. Montana funds its travel and tourism marketing programs solely from this source, with **no dollars from the state's general fund.** The existence of this funding, and the valuable promotional efforts it has allowed, are essential to maintaining and increasing tourism growth into the future, with widespread economic benefits to all Montanans.

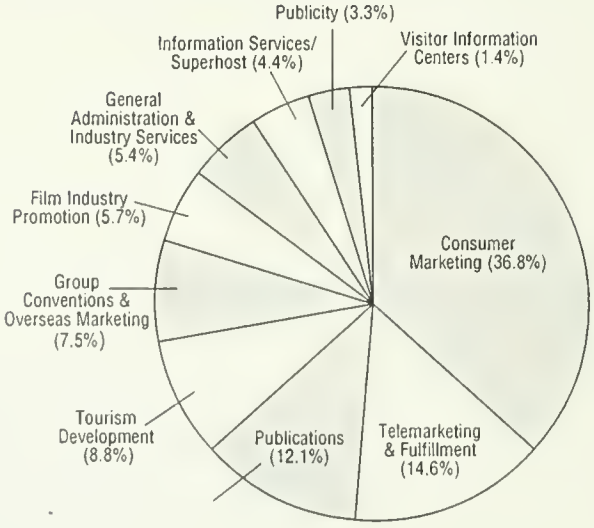
Accommodations Tax Funding Revenue FY 98

Projected Lodging Tax Revenue	$9,537,000
Historic Preservation Commission (Virginia City)	($400,000)
Available for Distribution	**$9,137,000**

Use of Funds (Distribution formula determined by the legislature)

State Parks Operation & Maintenance - 6.5%	(593,905)
Department of Revenue - 3% (Tax collection costs & reimbursement to general fund of tax paid by state employees)	($274,110)
University System - 2.5% (Tourism and Recreation Research)	($228,425)
Historical Society - 1% (Historical Sites and Signage)	($91,370)
Available for Department of Commerce - 87% (Regions/CVBs and Travel Montana)	$7,949,190
Regions/CVBs Tourism Marketing - 21.75%	$1,987,298
Travel Montana Programs - 65.25%	$5,961,893

How Travel Montana Funds Are Spent



Travel Montana Projected FY 98 Budget

Funds available from Accommodations Tax	$5,961,893
Income from ad sales, co-op projects, training, etc	$566,900
Community & Infrastructure Grant Programs	($370,000)
Legislatively mandated support for the Montana Trade Program	($200,000)
Legislatively mandated support for tours of the Capitol & Original Governor's Mansion Restoration	($75,000)
Total Funds Available	**$5,883,793**

Travel Montana Overview

Director

Matthew T. Cohn •
Director of Tourism

Matthew is responsible for directing all activities of Travel Montana, promoting Montana as a year-round travel destination and leading the state's tourism development, multidimensional marketing and film industry promotion efforts. Matthew ensures the tourism perspective is considered in matters of policy at the state level. He works on a regular basis with tourism regions and organizations, chambers, the State Legislature, U.S. Congressional representatives, local governments and the press to create a positive environment for tourism and film location growth in Montana.

Administration

Janice Wannebo •
Administrative Assistant

Providing direct support to the travel director, Janice assists with coordination of Travel Montana's many activities and ensures the smooth flow of information. During the director's absence, she responds to all contacts and correspondence from members of the public, tourism industry and other government agencies. Janice serves as liaison with staff on special projects, and is responsible for personnel matters, private-sector contracts, the research library and presentation material. She handles varied special projects, compiles travel data, responds to information requests and oversees production of the *Travel Montana Marketing Plan and Executive Summary.*

Tourism Development & Education

Clint Blackwood •
Tourism Development Coordinator

Working to assure strong interagency and private-sector support, Clint is Travel Montana's primary liaison in coordinating and facilitating various projects and programs which focus on tourism education and development. As Tourism Development Coordinator, Clint is involved in long-range strategic planning, manages the Superhost program, coordinates the implementation of the Community Tourism Assessment and Education Outreach Programs and oversees Travel Montana's new Cultural Tourism Program. Additionally, Clint works on special planning and marketing projects such as the Lewis & Clark Bicentennial Observance and proposed Intelligent Transportation System for Montana.

Group Travel/Overseas Marketing

Pam Gosink •
Group and Overseas Marketing Manager

Creating a demand for what Montana has to offer is a primary goal of Pam's activities in Japan, Taiwan, the United Kingdom, France, the Netherlands, Belgium, Germany and the USA. She encourages domestic and overseas tour decision makers to include Montana in their programs and assists in the planning of group and FIT (Foreign Independent Traveler) travel in Montana. Persuading key travel trade representatives and the news media to take familiarization trips to experience Montana tourism opportunities firsthand is also an important part of her job. By attending trade shows and trade missions, Pam and Montana suppliers have the opportunity to meet potential domestic and overseas buyers and create new avenues for media contact. In her marketing efforts, Pam also develops and distributes promotional materials in foreign languages and develops innovative promotional opportunities.

Group Travel/Conventions

Marlee Iverson •
Group Travel Specialist

Marketing Montana to group tour operators and convention planners has Marlee planning itineraries, providing travel counseling, attending targeted trade shows and performing other duties to encourage groups to visit Montana and stay longer. Marlee develops and distributes the state's *Group Tour Planning Guide* and *Meeting Planner's Guide*. Her work includes organizing familiarization trips for tour operators and media. Marlee is also responsible for the development and implementation of Montana's convention promotion, including a direct mail campaign and the Invite-A-Convention program.

Consumer Marketing

Suzanne Elfstrom •
Consumer Marketing Manager

Each season presents new challenges and opportunities for Suzanne, who oversees Travel Montana's domestic and Canadian consumer advertising. She is involved in developing plans and budgets for warm season and winter marketing as well as the Invite-A-Friend program and the in-state winter program. Suzanne is also responsible for determining the effectiveness of Travel Montana's advertising campaigns, and makes recommendations for change based on market results. Her job includes overseeing the contracted advertising agency, presenting campaigns to the Tourism Advisory Council, and organizing cooperative advertising and market promotions with other states, tourism regions/CVBs and private-sector organizations. Suzanne coordinates Travel Montana's and the tourism regions' presence at consumer travel shows in key markets, complementing consumer advertising. She also works to promote Travel Montana's numerous electronic projects.

Information Services

Shawn Peterson •
Electronic Marketing/
Information Services Manager

Developing and implementing new electronic systems for disseminating Montana travel information is the job of the Information Services group under Shawn's direction. Shawn is responsible for the long range planning and development of Travel Montana's electronic marketing projects including; the Call Center, Travel Montana's Internet site, technical support efforts, Montana Kids' World Wide Web site and the Montana Explorer Kiosk Network. In order to ensure Travel Montana remains a leader in this area, Shawn must keep abreast of the latest technologies and developments. He manages the group's budget and personnel and is responsible for seeking alternative sources of funding for the program. Shawn also coordinates electronic development efforts with other state and federal agencies.

Information Services

Thurston Elfstrom •
Information Services Coordinator

As technology produces more diverse and faster mechanisms to disperse information, Thurston ensures that Travel Montana grows with those technologies. In so doing, Thurston oversees Travel Montana's inquiry fulfillment center and works with the Travel Montana website. He conducts analysis to guarantee that the Call Center and website are accessible and provide appropriate information. Thurston provides training to the inquiry fulfillment agents to facilitate handling of calls, as well as working with the call center to develop staffing models and holding messages. Thurston also coordinates with the Consumer Marketing Manager and Travel Montana's advertising agency to develop Internet advertising campaigns and assists the Electronic Marketing/Information Services Manager in developing new website components.

Information Services

Corrie Hahn •
Information Systems Specialist

As Travel Montana's database designer, Corrie is responsible for much of the "behind the scenes" work necessary for the success of the divisions' electronic projects. As part of these duties, he manages the ongoing design and development of Travel Montana's travel and recreation database. This database serves as the core information source for the Call Center, Internet site and Montana Explorer kiosks. Corrie also designs and maintains a variety of other database systems utilized by various Travel Montana programs. In addition to his database duties, he manages Travel Montana's Windows NT network and provides technical support (software and hardware) for Travel Montana staff and personnel at the state's certified visitor information centers.

Information Services

Diana Howard •
Communications Specialist

Managing the state's network of Montana Explorer interactive kiosks is one of Diana's primary responsibilities. In addition to coordinating the daily update of road, weather and ski conditions, Diana sets the direction for continued development and deployment of the kiosk network. She also serves as the Information Service group's primary point of contact with interagency partners, tourism organizations and travel-related businesses. Diana supervises student interns and helps to scan and digitize photos, audio clips and videos for use in Travel Montana's multimedia productions.

Information Services

Jan Wirak •
Data Collection Specialist

Collecting information and developing content for Montana's tourism information systems is the primary focus of Jan's work at Travel Montana. Jan is responsible for working closely with businesses and communities throughout the state to ensure that accurate and up-to-date information is collected. She maintains travel Montana's primary database that tracks information and photos for the 8000+ records in the system. She also digitizes photos and video for use on Montana's various interactive information systems.

Industry Programs Services

Anna Marie Moe •
Industry Programs Specialist

The main thrust of Anna Marie's duties are overseeing the region/CVB program as well as the Tourism Infrastructure Investment Program (TIIP). She oversees the distribution of over $2 million in accommodations tax revenues to Montana's 15 tourism regions and cities. This includes assisting the organizations in applying for project funding, performing financial audits, assuring program compliance and explaining program administration to the private sector. In addition, she serves as liaison between the certified tourism organizations and the Montana Tourism Advisory Council. She performs the same functions for the Tourism Infrastructure Investment Program (TIIP). In FY 98, the TIIP awarded $200,000 in grants to build and refurbish tourism sites in Montana. Anna Marie also provides staff support for the Governor's Tourism Advisory Council and maintains accommodations tax revenue reports.

Publicity

Victor Bjornberg •
Publicity Coordinator

Soliciting news coverage of Montana and responding to print and broadcast journalists interested in covering Montana as a tourism destination are central to Victor's many responsibilities. Along with distributing a quarterly newsletter and releasing ideas for potential feature articles, Victor serves as a resource for writers, news media, TV producers and others. He works with the state's tourism regions in developing story ideas, gathering information and assisting the travel media that visit the state. Victor also coordinates writer familiarization trips, handles instate media relations for Travel Montana and produces the monthly *Montana Travel Update*.

Publications

Donnie Sexton •
Publications Manager

Directing production of Travel Montana's numerous publications has Donnie gathering facts, selecting photos, coordinating ad sales, scheduling and much more. She is responsible for the *Montana Winter Guide, Indian Reservations Brochure, Fishing Guide, Vacation Guide, Highway Map, Travel Planner, Kid Friendly Brochure* and *Summer* and *Winter Calendars*. She coordinates production of the *Movie Location Guide, Group Tour Guide, Meeting Planner's Guide* and other printed material such as business cards, letterhead and newsletters. Working with a publishing company, Donnie directs creative design; oversees layout, proofing and printing; makes photo selections; and negotiates rights with photographers. As time allows, she is in the field taking images for use in the Travel Montana stock photo library and publications.

Publications/Publicity

Susan Albrecht •
Publications/Publicity Assistant

Corresponding regularly with over 2,000 hotels, motels, resorts and recreational facilities, Susan compiles information vital to the accuracy of Montana's travel literature. She also serves as photo and video librarian—lending slides, videos and photos to tourism groups, publications and others with an interest in what Montana has to offer. Her research work is a valuable part of Travel Montana's efforts to provide national and international journalists and program producers with the information they need regarding Montana's travel opportunities. Susan is also responsible for gathering information for the summer and winter calendars.

Operations

David Broussard •
Operations Manager

To ensure the most effective control of Travel Montana funds, David performs a wide range of budgeting, accounting and purchasing duties. David oversees the processing and documentation of all expenditures, purchase orders and income to assure accuracy and compliance with state rules and Travel Montana policies. A key part of David's job is managing Travel Montana's extensive fulfillment activities. Each year he assures that hundreds of thousands of consumer requests are processed and that literature packets are mailed in a timely manner. He oversees the seasonal distribution of publications to in-state properties through contracted services. He also supervises the mailroom, as well as two administrative assistant positions. He also provides support to seven state-assisted visitor information centers.

Operations

Joanne Gilbert • Cassey Rudio
Administrative Assistants

As Travel Montana's initial contact for phone and walk-in visitors and business constituents, both Joanne and Cassey are responsible for creating a favorable first impression of the state. During the summer, Joanne collects and compiles visitor counts from the state's main attractions. In winter and spring, she collects daily ski conditions, producing a "Montana ski report" for dissemination in-state and across the nation. Joanne maintains mailing list changes, coordinates scheduling of exhibit booths with the private sector, along with providing direct administrative assistance to various program managers. Joanne assists the Tourism Development Coordinator with the Farm & Ranch Recreation Workshops by sending out correspondence, workshop materials and tallying surveys. She collects Montana data for a pricing study in conjunction with Canada and other neighboring states. Cassey's main responsibilities include processing and distributing all incoming mail, input of Montana's Invite-A-Friend information along with many special projects and administrative duties.

Operations

Fulfillment Coordinator

The coordinator oversees Travel Montana's fulfillment activities, assuring that 535,000 *Travel Planners* and *Vacation Guides*, and more than a million copies of the state *Highway Map* reach consumers in an accurate and timely manner. He/she is also responsible for seeing that chambers of commerce and in-state businesses receive Montana travel publications. He/she supervises packing of all types of mailings, coordinates labeling and mailing. The person also receives and processes all incoming and outgoing division mail and maintains the travel literature inventory, verifying quantity and condition as shipments arrive from the printer.

Film Office

Lonie Stimac •
Film Office Manager

Promoting Montana as an ideal place to make a movie or shoot a commercial is the job of the Film Office under Lonie's direction. She manages the Film Office budget, personnel matters, and is responsible for location scouting with film companies making it as convenient as possible for them to shoot in the state. She assures that the Film Office staff is available to assist or make local contacts once filming begins, and also works with Montana businesses and individuals to foster a productive working relationship with film crews. Lonie acts as Travel Montana's liaison with other state and federal agencies regarding the needs of production companies. As a marketer, she attends trade shows and film festivals, and oversees advertising targeted to the film industry.

Film Office

Bill Kuney • Sten Iversen
Film Location Coordinotors

Responding to the needs of film production companies interested in Montana, Bill and Sten scout the state, shoot hundreds of location photos and compile location information. They work to offer several options to fit the storyboards or scripts of people seeking locations for feature films, documentaries, commercials and print ads. Bill and Sten assemble customized photo presentations using the Film Office's extensive file of location photos—a file continually restocked with new photos. Their work includes traveling with film location managers or directors scouting the state, contacting local people for assistance and facilitating during filming.

Film Office

Michelle Much •
Location Assistant

Michelle organizes the library of thousands of photographs and videotapes and reams of other information. She also assists in responding to requests from out-of-state companies interested in filming in Montana and prepares photo presentations to market Montana to meet their needs. She helps provide information to production companies on state laws and regulations relating to the motion picture industry in Montana. Michelle is also responsible for coordinating the Film Office Internet site.

Film Office

Maribeth Goodrich •
Administrotive Assistant

Providing direct support to the Film Office Manager plus working to enhance the resources available to production companies filming in the state, Maribeth performs a broad range of administrative assistance and related duties. She assists with coordination of the Film Office's many activities and projects to ensure the smooth flow of information. During the manager's absence, Maribeth responds to contacts and correspondence from the production industry, members of the public, tourism industry and other government agencies. Additionally, Maribeth acts as a liaison between Montana film crew members and the Film Office regarding movie projects in the state. She maintains crew and support service member files and organizes press clippings, statistics and other information for the Film Office files. Maribeth also compiles all of the information for the *Montana Film Production Guide*.

Cultural Tourism

Shari Nault-Pullar •
Cultural Tourism Specialist

The Cultural Tourism Specialist establishes and maintains a dynamic cultural program that assists in the tourism development of the seven Indian reservations of Montana. She works to enhance the lines of communications and understanding between Travel Montana and the arts, historical preservation and humanities interest groups. Shari, located in a new office in Great Falls, works closely with the individuals and tribal governments facilitating appropriate tourism planning, development and promotion of reservation-based plans. With Shari's assistance, the tribes are encouraged to design processes that serve to enhance inventory resources, create training programs and implement management plans which enhance employment opportunities for members while serving the traveling public. Shari, as Travel Montana's Cultural Tourism Specialist, works toward including the arts, humanities and historical preservation interests within Montana's travel industry.

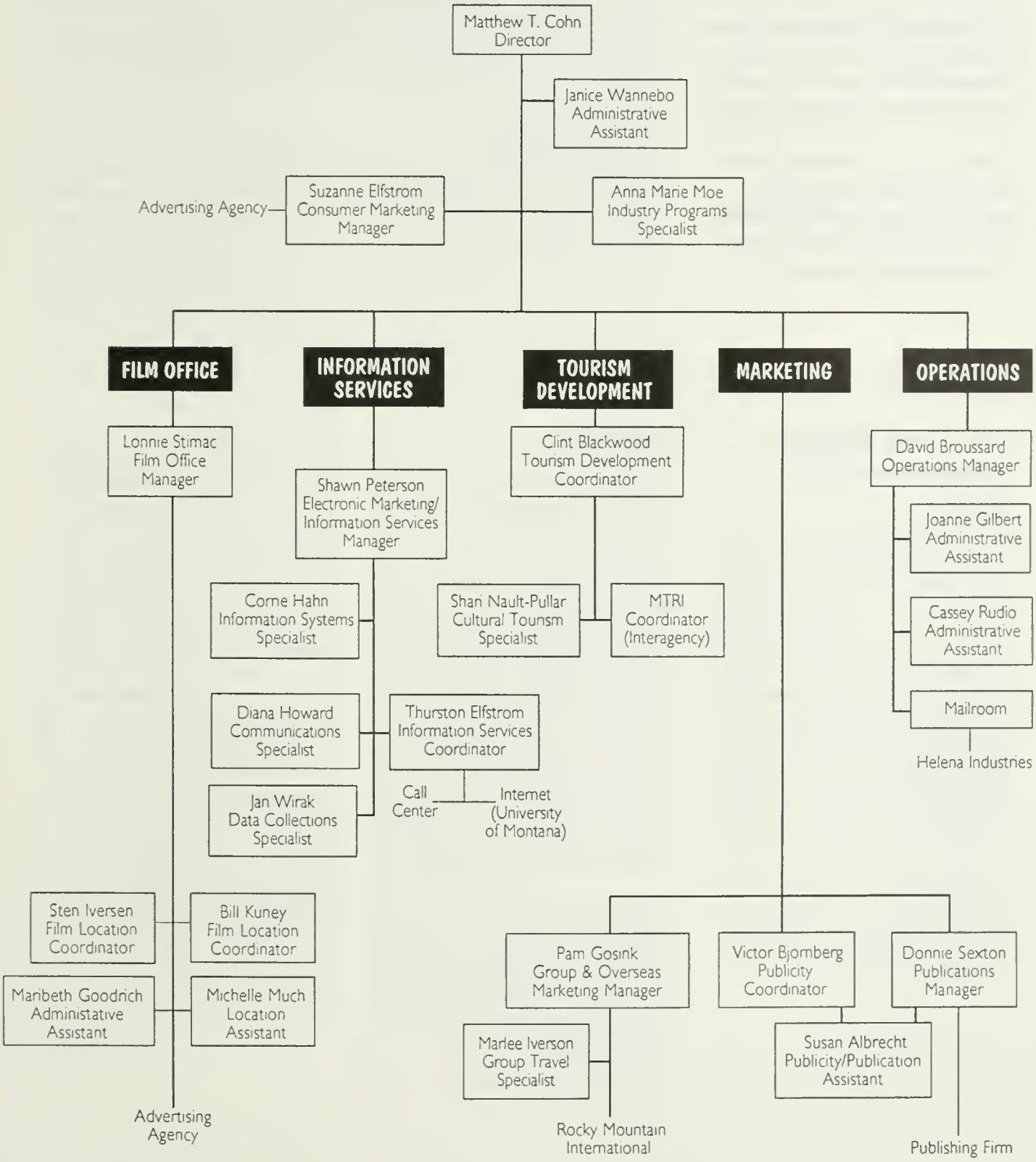
Interagency Coordination

MTRI Coordinator

Travel Montana will create a new position to coordinate numerous cooperative partnership projects and activities of the Montana Tourism & Recreation Initiative (MTRI), an interagency coalition comprised of 13 state and federal agencies.

The new MTRI coordinator will facilitate meetings along with working to create effective interagency "partnership teams" in an effort to establish and reach a true statewide tourism and recreation philosophy for Montana. Specific projects presently identified by MTRI include: establishment of a computerized interactive travel information system; coordination of agency information and education programs; development and implementation of standardized interagency planning and research processes; creation of a public-sector development and promotion strategy for the upcoming Lewis & Clark Bicentennial Observance.

Travel Montana • Organizational Chart



Consumer Marketing

A combining of spring, summer and fall into one campaign—warm season—allows Travel Montana to stretch our marketing dollars within our core markets as well as creating a presence in emerging markets.

Winter magazine, television and Internet advertising allows Travel Montana to promote the state as a winter destination not only within our core markets but also to emerging markets nationwide.

Travel Montana's consumer marketing program is designed to position Montana's vacation opportunities in the minds of consumers, motivating them to consider Montana as a prime tourist destination. Paid advertising, including joint ventures with private-sector tourism industry partners and with other appropriate state and provincial travel offices is the major marketing tool used to reach this goal.

All advertising is targeted toward consumers shown by market research and experience to be most likely to visit Montana; people who either live within a certain geographic area and fit a certain demographic profile, or have special interests that draw them to Montana, or both. Consumers who have responded to past advertising campaigns are also identified and targeted. Database marketing methods are used to capitalize on previous consumer inquiries through direct marketing campaigns.

The 1-800-VISIT-MT telephone number and the Internet address, http://travel.mt.gov are being used in all advertising campaigns to reinforce consumer awareness of Montana and to facilitate requests for further information.

Warm Season Marketing (Spring/Summer/Fall) 1997/98

Last year Travel Montana introduced the marketing idea of "warm season"—a combining of spring, summer and fall into one campaign. This concept enabled Travel Montana to stretch its creative advertising dollar into a number of emerging markets. With increased awareness of Montana as a vacation destination, extending our reach to a broader market of potential visitors, and providing specific messages aimed at their varied interests, have become important objectives. Our primary markets will continue to be California, Washington, Idaho, Utah, Colorado, Illinois, Wisconsin, Minnesota, North Dakota, South Dakota and southern Alberta, Canada. Secondary markets include Texas, Florida and the Great Lakes states.

Print Advertising •

The fragmentation of our once "mass audience" into narrowing segments based on consumer demographics and lifestyles necessitates a fresh look at how best and most cost efficiently to reach Montana's target audiences.

Therefore, magazines are now being utilized as the lead medium in our advertising efforts. Magazine advertising will maintain a significant national presence with our traditional audience, while targeting more specific audience segments. These other segments include active mature, family, photography, history, western enthusiasts and outdoor enthusiasts. Segmenting is addressed through variations in the creative message and by using vertically targeted magazines.

Placement targets the western and west northcentral US, except where national placement is more efficient. The theme being utilized is "Put Yourself in Montana" and includes six full-page, four-color ads and four ⅓-page, four-color ads with targeted messages.

Television Adverting •

Direct Response "Per-Inquiry" television will support magazine advertising by broadening the overall campaign reach. This specialized use of television provides significant national exposure — including our core markets. It allows us to specify in advance the number of inquiries desired and lets us target our audiences through selection of specific national cable networks. A combination of cable networks will be used to reach the greatest possible percentage of well-educated, upper-income viewers with a strong propensity to travel.

Some of these networks include A&E, The Discovery Channel, CNBC, The History Channel, The Learning Channel, The Weather Channel, The Travel Channel and Lifetime. Two :60 and two :30 spots were created, featuring music by Conrad native Wylie Gustafson.

Internet Advertising •

Travel Montana added an electronic advertising component in 1997 to complement our warm season print and television campaign.

One portion of the warm season electronic advertising consisted of paid banner ads placed on a variety of websites. Travel Montana acquired the services of the leading Internet advertising network, the DoubleClick Network, for administering these ads. DoubleClick administers advertising on over 100 websites in six affinity groups. These groups include Sports, Leisure and Travel; Entertainment; Business and Finance; Technology and the Internet; Directories, Search Engines and ISPs; and News, Information and Culture. We developed and tested six banner ads with two scoring very high among Internet users.

Using DoubleClick, we also tested which websites offered the highest "click-through" return (i.e., an individual views our banner ad, clicks on it and links directly to Travel Montana's website). Travel Montana utilized the demographic data, site content and click-through rate to determine which sites most closely fit our target audience profile.

Another part of the warm season electronic advertising campaign in 1997 consisted of the numerous value-added options received with our magazine buy. We received free banner ad placement on *Historic Traveler, NY Times Magazine, Sierra* and *Texas Monthly* websites. We also received free hypertext links on four additional websites and free internet magazine listings in five other publications.

Based on the success of the internet advertising component in 1997, we will continue this campaign into 1998.

Invite-A-Friend to Montana •

The purpose of this program is to encourage Montanans to invite their friends and relatives to vacation in Montana, while reminding residents of the many vacation opportunities available in the state. The campaign is promoted in-state on a public service basis through the use of television, radio, newspapers, corporate mailings and strategically placed racks and reply coupons. Both invitees and inviters receive a letter from the governor and a Montana Vacation Planning Kit.

Core Market Support •

In addition to the three advertising components mentioned previously, supplemental advertising is being utilized in three of Travel Montana's core markets.

Southern Alberta — Calgary & Lethbridge

Beginning in 1997 Travel Montana launched a new campaign aimed specifically at the Canadian market.

Newspaper and radio was used as a cost-efficient means of reaching potential visitors in this market. By utilizing the high reach of newspaper ads with the affordable frequency of radio, a large percentage of the population in these markets were exposed to the message enough times for them to take action. This audience also requires less lead-time for visits, so radio and newspaper messages can be more impulsive and immediate. Advertising was also placed on the *Calgary Herald* website during this campaign, to gauge Canadians' use of the Internet as a source of travel information.

The creative for the campaign positioned Montana as "the friendly, foreign experience right next door," encouraging Canadians to re-discover the uncrowded places, enjoyable activities and good times to be had with their friends south of the border. The print advertising also contained a "Calendar of Events" featuring a variety of events available throughout the state.

Minneapolis, Minnesota

In 1997 Travel Montana reinforced its presence in this important "feeder" market during the primary vacation-planning window, by placing a spot television schedule to supplement the direct response cable advertising.

Seattle, Washington

Due to rising media costs in Seattle for both television and radio, Travel Montana will launch an outdoor campaign in Seattle for 1998. This strategy will allow us to play on one of Montana's strength —high visual impact—in an affordable manner. A variety of locations will be utilized throughout downtown Seattle.

Winter Marketing 1997/98

The primary goal of Travel Montana's winter advertising program is to position Montana on its recognized strengths: great snow, uncrowded conditions, breathtaking scenery, affordable prices and an unforgettable vacation experience.

Primary target audiences are nonresident male and female alpine skiers, Nordic skiers and snowmobilers, age 35-55, in middle to upper income households. Adults, age 25-45, are our secondary target.

Downhill Ski Co-op •

This multifaceted marketing program is a joint venture between Travel Montana and Montana ski areas.

Elements of the campaign include magazine advertising, regional spot and cable television, Internet advertising and ski reports. The in-state winter program and the Montana Road Show (in which participating ski areas host promotional/educational seminars in key target markets) are also important elements of this cooperative effort.

Television Advertising •

New television creative has been designed for the 1997/98 season. The new concept will continue to reinforce the theme "Simply Better Skiing" while updating the current images being used. Again this year Travel Montana invited individual ski areas to participate in the downhill ski television campaign. This provides each area the opportunity to customize Travel Montana's generic commercial with a tag promoting its own ski vacation packages. Each area is asked to select television markets that meet its individual priorities and, from that input, an affordable media schedule is drawn up. Ads run in October-December in markets such as Idaho, Washington, North Dakota, South Dakota, Minnesota, Wyoming, Regina/Moosejaw and Lethbridge.

Print Advertising •

New creative has also been designed for downhill ski print advertising. This new creative concept is closely aligned with Travel Montana's warm season campaign using the theme "Put Yourself in Montana."

To optimize the marketing effort, advertising dollars target national ski publications such as *Ski, Skiing, Snow Country, Ski World* and *Outside*, with full-page and ½-page four-color ads. This campaign is targeted to reach skiers in both nearby markets that have historically brought the largest percentage of business to Montana, and the larger, broader national market.

Those consumers requesting information from Travel Montana also have the option of indicating their interest in receiving further information from ski areas and lodging facilities. Travel Montana allows our ski industry partners controlled access to these inquirer lists.

Internet Advertising •

Travel Montana is placing banner advertisements on a number of ski-related websites. These include the official websites of *Ski, Skiing, Snow Country* and *Snowboard Life* as well as two other ski/snowboard-related sites. Two individual banner ads will be designed featuring a skier as well as a snowboarder.

Snowboard Advertising •

Travel Montana will continue its snowboard advertising with the creative designed in 1996. This ad will run in *Snowboard Life* with emphasis placed on "Simply Better Snowboarding."

Cross-Country Ski Advertising •

New creative has been designed for 1997/98 to further enhance the image of Montana as a prime cross-country ski vacation destination, targeting those enthusiasts (male and female, age 25–55, in middle to upper income households) who travel in pursuit of the sport. The new 1/6-page, black & white advertisement will appear in October–December issues of *Ski Traxx* and *Sunset*. Travel Montana will also add an Internet advertising component to the overall cross-country ski campaign.

Snowmobile Advertising •

A new approach is being pursued this year to attract snowmobilers to Montana. A full-page, four-color advertisement will be placed in *Snowmobile*, *SnoWest*, *Minnesota Snowmobiling*, *Michigan Snowmobile News* and *Wisconsin Snowmobile News*. The ad carries the visual theme of the overall new winter creative. Individuals responding to this ad will receive the *Montana Winter Guide* with a snowmobiling image on the cover.

In-State Winter Campaign •

The new in-state campaign that was launched last year proved to be a success. This campaign, which replaces the winter "Invite-A-Friend" program, focuses on promoting skiing to Montana residents. Individuals responding to this program receive a promotional piece detailing the 14 ski areas in Montana as well as a coupon book for discounted lift tickets at participating ski areas.

Year-round Marketing

Evaluation Mechanisms •

An ITRR study for 1996 focusing on "Nonresident/Resident Summer Travel Study" will be used to evaluate the effectiveness of Travel Montana's advertising and promotion of the six tourism regions. Also, a study on "Resident Attitude and Quality of Life" will better allow Travel Montana to determine how Montana residents feel about increased tourism development and how those residents feel their quality of life has been affected by tourism in general.

Consumer Exhibiting •

Under guidelines that went into effect in 1997, Travel Montana is no longer funding consumer shows in 1998. However, the Consumer Marketing Manager continues to evaluate upcoming shows and coordinate the efforts of the regions. In 1997 Montana was represented at consumer travel shows in both Minneapolis and Phoenix.

Electronic Marketing and Information Services

Internet:
http://travel.mt.gov
http://kids.mt.gov

Email: travel.mt.gov

The major goals of the Information Services group include:

- **Work cooperatively with local communities to gather information**
- **Utilize emerging technologies to develop innovative systems for disseminating Montana travel information**
- **Provide a high level of customer service in fulfilling visitor information requests**

A sophisticated call center and one of the most comprehensive sites on the Internet are just two reasons Travel Montana has become a recognized leader in the area of on-line marketing.

In order to maintain a competitive advantage in this area, Travel Montana utilizes cutting edge technologies to create state-of-the-art information systems. These systems are designed to complement Travel Montana's existing marketing efforts. They have proven to be a cost-effective way to disseminate timely information to Montana residents and visitors and will continue to play a crucial role in Travel Montana's marketing efforts.

World Wide Web Site

It is estimated that over 17% of the adults in the U.S. and millions more throughout the world now have access to the Internet, the world's "information super highway." During the past two years, Travel Montana has developed a state-of-the-art World Wide Web (WWW) site on the Internet. This comprehensive presentation allows people throughout the world to view pictures, read text and watch video segments about Montana from the comfort of their own homes and offices. The Internet project is designed to complement Montana's traditional tourism marketing efforts and promises to change the way Travel Montana responds to inquiries and requests for information.

During the first half of 1997, an average of more than 700 people visited the Travel Montana website each day.

Montana Explorer Kiosk Network

In order to improve the level of tourism and recreation information available to visitors and Montana residents, the Montana Tourism and Recreation Initiative (MTRI) developed an interactive information system. Travel Montana continues to coordinate this effort with the belief that providing guests with more information about Montana's tourism and recreation opportunities will encourage them to stay longer and, thus, provide a greater economic impact to Montana.

The Montana Explorer Kiosks are modern interactive travel information systems accessible to visitors traveling in and through Montana. The system features multimedia computers with touch screens, and incorporates text, pictures, video and sound. Participating MTRI state and federal agencies include travel and recreation information in the system that is of interest to the traveler in Montana. These interactive computers are located in high traffic areas throughout the state. Chambers of commerce and other Montana tourism-related businesses will also have the opportunity to purchase the information systems.

Call Center

Once awareness of Montana as a vacation destination has been created or the consumer has made the decision to travel in Montana, it is important to provide accurate and timely vacation planning information.

Travel Montana contracts with a private-sector call center in Missoula to answer nearly 400,000 phone and mail requests for travel information. Travel counselors have access to an extensive database of travel opportunities in Montana, including all types of lodging, campgrounds, outfitters/guide services, events, recreation opportunities and traveler services.

Travel counselors receive extensive training in customer service skills, persuasive travel counseling skills and knowledge and familiarity of Montana in order that they can effectively meet the needs and expectations of inquirers. Travel counseling skills also increases the conversion of potential visitors to scheduled visitors and extends the stay of scheduled visitors.

Through the database and software counselors can provide specialized information by e-mail and fax or general information by regular mail. The software is also designed to eliminate duplicate entries and collect statistical data on the interests of the caller.

Travel Montana sets the program guidelines and procedures, provides training and monitors all aspects of the operation.

Montana Kids Educational Internet Site

Tens of thousands of students request information about the state from Travel Montana each year. In an effort to provide fun, educational Montana information to them, Travel Montana is cooperating with other state and federal agencies to create an Internet site designed especially for kids.

The pilot project will be a World Wide Web site incorporating all of the latest multimedia technologies. The site will consist of contributions from numerous agencies and will include textual descriptions, photos, full-motion video, audio, activities and interactive games. Special attention will be given to Virginia City and Lewis & Clark's journeys through Montana.

Upon the completion of the pilot site in the fall of 1997, Travel Montana will seek grant funding for the continued development of a comprehensive Montana site designed for kids.

Technical Support

In recent years Travel Montana programs have become increasingly reliant on computer technologies. In order to ensure that Travel Montana staff are able to take advantage of these new tools, it is imperative for the Information Service group to assist with development and implementation of these technologies. The Information Services group provides technical support for Travel Montana staff and the certified Visitor Information Centers.

Fulfillment

Requests for travel information are currently being fulfilled by three methods: fax, e-mail, and postal service. Callers select the best method for their needs. In addition, although some callers request only verbal information, they do provide their name for statistical purposes.

Once mail requests are entered by operators, labels or Invite-A-Friend letters are produced and mailed within two working days. Standard packets are sorted for bulk mailing, packaged and mailed by students of a training program for the developmentally disabled. Requests that require extra material or special handling are prepared at Travel Montana's office.

In addition to nonresident inquiry fulfillment, Travel Montana distributes major travel publications to in-state sites frequented by travelers. A spring distribution is completed under a contract awarded through a bid process and is designed to reduce the costs of bulk requests throughout the year. Weekly bulk requests are also processed and shipped by truck or UPS.

Computer and labeling equipment will be evaluated to assure greatest accuracy, speed and cost savings in processing both bulk and individual requests.

Visitor Information Centers

In cooperation with communities, Travel Montana provides Visitor Information Centers located at seven operational sites: Culbertson, Dillon, Hardin, St. Regis, West Yellowstone, Wibaux and Shelby. All sites were identified in a study presented to the 1991 Legislature.

Travel Montana has an agreement with a nonprofit organization in each community to provide an outdoor kiosk, computer and database, office furniture, TV/VCR, brochures, training and $13,000 annually to assist with staffing. Communities provide the building—its maintenance, additional staffing and volunteers, if needed. In the spring, Travel Montana offers training which is open to anyone providing visitor information.

The *Quick Reference Guide*, which contains travel information, travel counseling skills and answers for the most commonly asked questions, is provided to the centers and other Montana tourism-related businesses. This 36-page booklet is available to any Montana business by request.

Consumer Publications

The goals of Travel Montana's publications are to provide:

- **Flavorful and factual coverage of Montana's year-round recreation and attractions to visitors of all ages**
- **Montana businesses with affordable opportunities to advertise through our consumer guides**

Publications play an important part in the vacation planning process of travelers, as potential visitors often make the choice between Montana or another vacation destination. Travel Montana guides are consumer driven in an effort to provide accurate, reader-friendly information in an easy-to-use format. The guides are designed to reflect the spirit of Travel Montana's advertising campaigns. The current look of our travel publications will carry through for 1998, with major creative work being planned for 1999 guides.

1997–98
Montana Winter Guide

This 53-page, four-color comprehensive guide to Montana's winter activities is filled with specific information on downhill and Nordic resorts, details on Montana's groomed snowmobile trail systems, groomed cross-country ski trails, winter safety tips and a directory featuring over 90 businesses offering services, such as lodging, snowmobile rentals, etc. To address the needs of two different marketing segments, the guide will feature some covers with a skier image and some with a snowmobiler image. Major airlines with service to Montana, as well as the Bureau of Land Management, US Forest Service and Department of Fish, Wildlife & Parks are partners in this effort. (Print 120,000, available August 1997.)

1998–99
Montana Vacation Guide

This 48-page four-color guide showcases Montana at its best. A photo essay on the Big Sky Country leads off the book and serves as an enticement piece for attracting visitors. The guide then focuses on the six regions and lists specific attractions, historical sites, state parks, activities, major annual events, etc., for the traveler. The guide also features a detailed highway map, basic facts/figures concerning Montana, general transportation information, responsible travel tips and a directory of useful numbers for the traveler. (Print 525,000, available January 1998.)

1998–99
Montana Travel Planner

This over 140-page guide is divided into six sections, each featuring one of Montana's tourism countries. Within each country there is comprehensive information on the following: motels/hotels, bed and breakfasts, guest ranches, resorts, hostels, hot springs and public and private campgrounds. Also included within each country are details on recreational opportunities, such as golf courses, ski areas, state parks and national forests. The travel planner also features a section on general information resources such as car rentals, weather and road reports, local chamber contacts and airline information. (Print 525,000; available January 1998.)

1997–98
Montana Highway Map

This four-color map is updated and revised on a biennial basis, with a reprint on the alternative years. The Montana Department of Transportation is responsible for the map, while Travel Montana designs the backside of the map and oversees printing and production of this project. The current backside highlights major points of interest for each of Montana's tourism regions. A revised map with new design and photos will be produced in the spring of 1998. (Ongoing availability; reprint 350,000)

Montana Calendar of Events

A two-fold, one-color brochure which details Montana's main tourism-oriented events and celebrations.

1997–98 Winter Calendar
(October-April)
(Print 100,000; available August 1997)

1998 Summer Calendar
(April-October)
(Print 400,000; available January 1998)

1995–96 Montana Fishing Guide

Revised and printed in April 1995, the fishing guide continues to provide detailed maps and charts of fish species found in various Montana waters. Now in a two-color 5" x 8" format for ease of use, the guide also includes information on Montana's nine fish hatcheries, fishing etiquette, special regulations and licensing details. This guide is produced in cooperation with Montana Fish, Wildlife & Parks. (Currently available)

Montana Indian Reservations Brochure

This three-fold, 12" x 18", four-color brochure serves as a visitors' guide to the seven Indian reservations and 11 tribes in Montana. Updated in 1997, the brochure includes a brief description of each reservation, along with a calendar of events. (Currently available)

Kid Friendly Montana

This new four-color brochure has been targeted both as an educational tool for children and as an enticement piece to encourage families to visit Montana. It was designed around kids in the 4th through 7th grades. This self-mailer is a folded 8½" x 11" brochure that when opened, becomes a poster featuring colorful graphics mixed with photos and snippets of facts on the state. This piece replaces the one-color *Montana Facts Sheet*. (Currently available)

U.S. & Canadian Publicity

The goals of Travel Montana for this expanded marketing program include:

- **Working with Montana's tourism regions, CVBs, tourism partners and the national media to keep Montana's variety of travel opportunities visible to the public through editorial coverage in the print and broadcast media**
- **Updating Travel Montana's media services' video and slide libraries and creating an ongoing video release program to highlight Montana's annual events and visitors attractions**

Publicity is one of the most believable and effective types of exposure a travel destination can get. Travel Montana utilizes an aggressive plan to generate editorial exposure in national magazines, television shows, and regional and local publications. Key travel and news media, both broadcast and print, will be targeted for editorial coverage of Montana in 1997/98.

Publicity Campaigns

Publicity campaigns are coordinated efforts to promote a Montana event, attraction or season to the national and international media. Following the policy set forth in the Montana Tourism Industry's and Travel Montana's Five-Year Strategic plan, the publicity office will focus its efforts on highlighting Montana's many and varied travel opportunities. This will be done in coordination with the state's tourism regions and Convention and Visitors Bureaus (CVBs). In addition, publicity efforts will be coordinated with the Consumer Advertising program to tie Travel Montana's publicity efforts into the market focus of its advertising campaigns.

Writer Familiarization Trips

Writer familiarization ("fam") trips are hosted trips to the state of Montana for qualified writers or broadcast media who are on assignment to gather story information. Travel Montana encourages the regional tourism organizations to participate in writer "fam" projects. Travel Montana selects appropriate publications and broadcast outlets, makes the contacts and provides assistance in developing itineraries. The "fam" is then hosted by the regional organization.

Publicity Assistance

Once interest is generated among writers and editors, Travel Montana works with the state's travel and tourism industry to offer assistance with airfares, lodging, guides, meals and the transportation needed for the media to complete their Montana travel story development and production. Travel Montana also serves as an information resource for travel writers and others reporting on Montana. It offers the media access to color slides, produced videos and stock video footage. These types of publicity assistance were provided to over 100 publications and broadcast outlets in 1996, resulting in over $3.8 million worth of publicity for Montana.

Video Production & Distribution

Travel Montana offers consumers and the media four video productions and a video footage library highlighting Montana's statewide travel opportunities. The productions include a half-hour program called "Montana: America's Natural Park," two 15-minute versions of this program—one focusing on the summer season and the other on the winter—and a 9½ minute video entitled "Nature's Song." Each video is provided at cost to consumers upon request or free to media interested in airing the programs in full or using portions to produce programs on travel in Montana. The publicity office will work with its media partners to expand the images in the video footage library and make it more useful to Montana's travel promoters.

Cooperative Media Promotions

The publicity program is constantly searching for and pursuing media opportunities to be conducted through cooperative efforts between Travel Montana, the state's tourism regions, CVBs, communities and travel-related services.

In the spring of 1997, Travel Montana assisted the Whitefish Chamber of Commerce in hosting nine members of the International Food, Wine and Travel Writers who were on a pre-convention tour in northwest Montana. In July 1997, Travel Montana worked with Missouri River Country and the In-Fisherman Professional Walleye Tournament (PWT) organizers to attract national and regional media to the PWT competition at Fort Peck Lake during this month. In October 1997, Travel Montana worked with General Motors and other underwriters of the two-part, four-hour Ken Burns' PBS documentary "Lewis & Clark: The Journey of the Corps of Discovery" on a Montana publicity event. This event will include a public screening of the documentary's Montana portion and presentations by filmmaker Ken Burns and his co-producer, Dayton Duncan. In February 1998, Travel Montana will work with Yellowstone Country to host a pre- or post-tour for Society of American Travel Writers Western States Chapter members who are attending their winter convention in Jackson Hole, Wyoming. In March 1998, Travel Montana will work with Montana's ski areas and tourism regions to host up to 20 members of the North American Snowsport Journalist Association on a "Ski Montana before Sun Valley" media tour prior to the association's national convention in Sun Valley, Idaho.

In addition to its support and coordination of the group media tours to the regions, the publicity program will pursue cooperative projects involving the electronic media and print publicity for a variety of Montana travel opportunities across the state.

Quarterly Newsletter

Untold Story Leads from Montana is mailed quarterly to approximately 650 editors, travel writers and broadcast producers in the U.S. and Canada. The newsletter offers brief, factual story ideas and provides a quarterly reminder to the media that Montana has a wide range of subjects to cover.

Calendar of Events

Media calendars of events listing dates, contact people and a short description of each event are distributed to writers, editors and producers in seasonal press kits and on an as-needed basis. These calendars differ from the ones produced for distribution to consumers because of the special needs of the media, such as longer lead time and greater descriptive detail.

Keeping in Touch

Regular mailings provide continued contact with important media, allowing them to update their background information files, spark new story ideas and keep Travel Montana's media lists current. These mailings will include two press kits consisting of *Montana Vacation, Travel Planner* and *Winter* guides along with the six-month *Calendar of Events* and the seasonal *Untold Story Leads from Montana*. Two other mailings will include the seasonal *Untold Story Leads from Montana* and appropriate communications or press trip invitations. Additional information will be provided as needed.

Montana Travel Update

This monthly newsletter is designed to keep Travel Montana's partners and supporters informed of issues, activities, events and developments important to Montana's tourism industry. *Montana Travel Update* offers a quick briefing on tourism issues, outlooks, research, success stories, challenges and upcoming Travel Montana events and activities.

Evaluation Mechanisms

Each year, research is done to estimate the dollar value of publicity generated as a result of these programs. Each publicity item is "valued" as the cost for a similar amount of advertising space in the same medium. In calculating comparable publicity amounts, Travel Montana focuses only on publicity it has had a role in developing.

Overseas Marketing

The goals of Travel Montana for the overseas marketing program are:

- **To increase awareness of Montana as a year-round vacation destination for international visitors**
- **Generate and distribute leads to the CVB's, regions and Montana suppliers for their follow-up purposes**

Travel Montana aggressively promotes Montana as a destination to the international travel trade, with emphasis on the United Kingdom, Germany, France, Belgium, the Netherlands, Japan and Taiwan. The program involves working with key tour operators, wholesalers, travel agencies and the media to establish new Montana itineraries for groups and FITs (Foreign Independent Travelers), while assisting Montana businesses in their marketing efforts overseas.

This is accomplished by representation at key international travel trade shows, familiarization tours, cooperative advertising ventures with other states in the region, brochure and video distribution and ongoing personal contact with targeted tour operators, wholesalers, travel agents and media.

Western Europe

The European marketing program includes use of the services of specialized travel representatives, on a contractual basis, in cooperation with the states of Wyoming, South Dakota and Idaho. Primary markets are the United Kingdom, Germany, France and the Benelux countries (Belgium, the Netherlands and Luxembourg).

Under the Rocky Mountain International (RMI) banner of "The Real America," Montana continues to see tremendous success from collective marketing efforts. The four states will participate jointly in World Travel Market (London), International Tourism Exchange (Berlin) and Swiss Visit USA (Switzerland).

Familiarization ("fam") tours for trade and media representatives, as well as trade missions, are also important components of the Rocky Mountain International program.

Pacific Rim

Trade office representatives in Kumamoto, Japan and Taipei, Taiwan market Montana's travel-related products and services to the travel trade in their respective countries under close direction from Travel Montana. Their responsibilities include contact with wholesalers, tour operators, travel agents and media to create demand for Montana's travel-related products and services. This objective is achieved through distribution of travel materials, organization of familiarization trips, translation of Montana literature, travel trade show participation and sales calls.

Travel Montana also has a Japan marketing program through RMI. Working together as a region, activities include the development of new destination products in Montana, Wyoming and Idaho, a "Back to Nature" tour series and promotional missions/seminars in California, New York and Japan. Familiarization tours will also be an important part of the program.

European Sales & Training Seminars

The RMI states of Montana, South Dakota, Wyoming and Idaho will conduct trade and travel agent training seminars in France, Belgium and the Netherlands in 1997/98. Each state representative and the RMI European directors will present seminars in Paris in November 1997, prior to the WTM Trade Show, and in Brussels and Amsterdam in March 1998, prior to ITB Trade Show. The Rocky Mountain Round-Up will be repeated in September 1997, bringing 30 tour operators/journalists to the region for 10 days. Two business sessions will be held, giving Montana suppliers the opportunity to meet on an appointment basis with the Round-Up participants. Post Round-Up "fam" tours will be conducted in both Montana and Idaho.

Trade Shows

Visibility at the key international travel trade shows allows Montana to make contact with wholesalers, operators and media, and provides the opportunity to follow-up on new and existing projects and ideas. Travel Montana delegates are sometimes joined by private-sector participants. In addition to those that are previously noted, Travel Montana will also attend Discover America International Pow Wow (June 1998, Chicago).

Overseas Marketing Workshop

To assist Montana businesses interested in becoming involved in overseas marketing or increasing their share of overseas visitors, an in-depth seminar will be presented in conjunction with the annual RMI meeting, to be held in Wyoming in April 1998 (dates and location to be announced). The main emphasis will be on how to most effectively work with the overseas travel market and successfully host international visitors. The workshop will count on participation by experts in the field from state, regional and international levels.

Familiarization Tours

With the assistance of Montana travel industry members, "fam" tours will be conducted to provide firsthand knowledge for prospective tour operators. By experiencing Montana, operators can better understand the mechanics of designing new itineraries in the state. "Fam" tours will also be held for carefully selected travel journalists, with the intended result of generating positive travel articles in foreign publications.

Other Promotional Activities

Following the unprecedented success of the *City Slickers* promotion in the United Kingdom and Japan, Montana will continue to pursue development of similar opportunities. By developing promotional partnerships with the distributors of American films and videos that feature the types of vacation and recreational opportunities found in the region, consumer awareness of the state's destination potential is increased.

River Wild promotions took place in the spring/summer of 1995, involving tour operators and journalists from Europe and Taiwan. *Legends of the Fall* promotions took place in the spring and summer of 1995 and 1996.

Promotional activities will also include the distribution of promotional publications and videos, in foreign languages when possible; and the development of other innovative promotional projects.

Direct Mail Campaign

This specialized direct mail program will provide current tour planning material to tour operators, as well as follow-up to contacts initiated during trade shows. This program also establishes and maintains a professional rapport with overseas group and FIT travel planners. In addition, *Montana Magazine* is mailed throughout the year to selected international tour operators who also receive *The Montana Calendar* each year.

Evaluation Mechanisms

Montana's visibility in overseas markets is measured by tracking the number of Montana tourism itineraries which have been added or expanded by international operators/wholesalers (tour extracts provided by RMI), the interest level of consumers and trade representatives in overseas target markets and by monitoring changes in travel expenditures of overseas visits.

U.S. & Canadian Group Travel

The goals of Travel Montana for this marketing program are:

- **Continue to provide tour operators with the tools to build a successful Montana tour itinerary**
- **Generate more interest in Montana as a group tour destination**

Montana's domestic group tour program is designed to promote Montana's many group tour and travel opportunities by marketing directly to group tour operators throughout the United States and Canada. Montana is promoted as a tour destination, as well as a viable stopover on tour itineraries. The program promotes all seasons in Montana and encompasses activities from sightseeing to river rafting to skiing.

Familiarization Tours

Familiarization tours will be conducted to provide personal, firsthand site inspections for prospective group tour operators. By experiencing Montana, tour operators can better understand the mechanics of designing new itineraries in Montana.

Keeping In Touch

This specialized direct mail program will provide current tour planning material, as well as establish and maintain a professional rapport with group travel planners throughout the United States and Canada.

Calendar •
One-hundred-twenty selected group tour operators will receive *The Montana Calendar*. Featuring many aspects of the state, the calendar will communicate a positive image of Montana as a scenic tour destination.

Montana Magazine •
This bimonthly magazine will be sent to 120 targeted group tour operators. With new tour attractions featured in each issue, this direct mail effort is designed to inform and educate group tour operators.

Travel Trade Events

By attending select travel shows and conventions, contacts can be made with prospective group tour operators and new and expanded Montana itineraries can be discussed and promoted. Selected tour operator consumer shows will also be attended by Travel Montana to enhance and support sales of existing Montana tours packaged by qualified tour operators.

National Tour Association (NTA)

Travel Montana will attend the annual marketplace and convention in Tampa in November of 1997. Two Travel Montana representatives will attend the fall marketplace.

American Bus Association (ABA)

One representative from Travel Montana will attend the annual marketplace and convention, scheduled for early December in Nashville.

Sales Blitzes

Personal sales calls will be made to selected group tour operators. This effort will assist in the development of new and expanded Montana tour programs, as well as establish and maintain Montana's presence in key markets. These sales calls will be timed, wherever possible, in conjunction with Travel Montana media advertising and/or participation at consumer and trade shows.

Group Travel Workshop

This seminar/workshop is planned at the Governor's Conference for members of the Montana travel industry who are interested in working with the group travel industry. The seminar will focus on effective techniques for development of group tours.

Advertising & Marketing

Specific projects will be undertaken to heighten consumer awareness of Montana, as well as awareness of group tour operators in the United States and Canada. Planned projects include timely insertions in travel trade publications and cooperative advertising projects with the private sector.

Courier Magazine •
A trade magazine of the National Tour Association (NTA), this publication is distributed free of charge to some 500 NTA group tour operator members and to approximately 3,000 tour supplier members. This will be a cooperatively funded project with the tourism industry of Montana.

Destinations Magazine •
Similar to *Courier*, *Destinations* magazine is a travel trade publication distributed to both group tour operators and tour suppliers. This project will also be a cooperatively funded effort with the tourism industry of Montana.

Promotional Posters •
Travel Montana will work to increase consumer awareness through distribution of promotional posters. Distribution channels will include travel agencies, group tour offices and conventions and meetings.

Image Brochures/Tour Shells •
Creating and distributing image brochures will be an additional method used by Travel Montana to help tour operators increase consumer awareness of their Montana itineraries. Distribution channels will be the same as those used for the promotional posters. Distribution of tour shells will help operators sell specific Montana itineraries.

Press Releases •
Travel Montana will prepare and distribute several press releases over the course of the year to keep Montana visible in travel trade publications.

Group Tour Planning Guide •
The *Montana Group Tour Planning Guide* is designed to be an "all-in-one" tour planning reference. With listings of attractions, events, hotels and restaurants, the guide encompasses the points of interest for the tour planner designing a Montana itinerary.

Evaluation Mechanisms

The number of group tours traveling in and through Montana is tracked by permits issued by the Montana Department of Highways and by research conducted by the Institute for Tourism and Recreation Research (ITRR). Additionally, group travel promotional efforts are evaluated through personal contacts and meetings with key tour operators at national conventions.

Meetings & Conventions

Montana continues to grow as a key destination consideration for convention and meeting planners nationwide. To further strengthen Montana's image among these decision makers, Travel Montana is continuing to expand its convention marketing efforts.

A comprehensive program for the promotion of meetings and conventions has been designed in cooperation with the Convention and Visitors Bureaus (CVBs) and with input from the Montana Innkeepers Association.

The goals of Travel Montana for this expanded marketing program are twofold:

- **Build and maintain a positive image with prospective meeting and convention planners.**
- **Generate and distribute leads to the CVBs for them to distribute to the appropriate convention facilities in their area.**

Advertising Campaign

In order to further increase awareness of Montana as a desirable location for meetings, conventions and seminars, Travel Montana will undertake a magazine advertising campaign for 1997/98. This campaign will be in cooperation with the Convention and Visitors Bureaus in the state.

Target Audience •
This campaign will specifically target individuals who influence or make decisions about the location of meetings, seminars and/or conventions for associations, corporations and other organizations.

Media Strategy •
The selection of the media is based on those publications with high readership among the various target audiences, and/or which have a specific regional or editorial focus that relates well to Montana's position as a meeting location. In addition, publications with bonus distribution during related convention/trade shows are included.

Fulfillment •
All inquiries from the advertisements will be fulfilled with a *Montana Meeting Planner's Guide*. Those leads will then be distributed on a regular basis to the participating Convention and Visitors Bureaus.

Trade Shows

Trade shows provide an avenue to meet one-on-one with the key decision makers in the industry. Travel Montana will attend three shows in FY98: Meeting Planner's International (MPI), Affordable Meetings and Incentive Travel and Meeting Executives (IT&ME). Whenever possible, Travel Montana will share booth space with interested CVBs.

Meeting Planner's Guide

The *Montana Meeting Planner's Guide* is a complete resource for meeting planners—from cozy three-person retreats to large-scale conventions. This full-color guide also includes essential information on related services, such as transportation and meeting coordinators.

Direct Mail Campaign

The direct mail campaign will be a two-tiered campaign with the first mailing, a four-color image piece, produced and distributed by Travel Montana to approximately 5,000 targeted meeting planners nationwide. This piece will be a self-mailer and will include a bind-in reply card allowing recipients to request additional information.

The second mailing will be a fulfillment piece for the first mailing and will include a letter of invitation from the governor along with the *Montana Meeting Planner's Guide*. Travel Montana will then send these leads to the Convention & Visitors Bureaus on a regular basis.

Press Releases

Travel Montana will prepare and distribute several press releases over the course of the year to keep Montana visible in appropriate trade publications.

Sales Calls

No special sales trips are planned solely for the purpose of calling on convention and meeting planners; however, calls will be made on meeting planners as much as possible in combination with other trips already planned by Travel Montana.

Invite-A-Convention

This campaign is promoted in-state through letters from the governor to state employees, Montana corporations, agencies and associations. The letter is aimed at encouraging employees of those organizations to bid conventions when they travel or attend conferences. Additionally, the program encourages them to contact Travel Montana for a "Convention Kit," containing tips on bidding and planning a convention, as well as a *Meeting Planner's Guide* listing convention and meeting facilities statewide.

Another aspect of this campaign is a letter from the governor, along with a Vacation Planning Kit, encouraging association members to attend conventions scheduled to take place in Montana and inviting potential participants to extend their stays in Montana in conjunction with their conventions.

Evaluation Mechanisms

Travel Montana tracks the number of inquiries received from the advertising campaign as a measurement of the level of interest in Montana as a convention destination. Distribution of all Invite-A-Convention packets, *Meeting Planner's Guides* and direct mail reply cards will be tracked as well.

Industry Services

Travel Montana's Industry Services programs focus on:

- **Aiding TAC to ensure the responsible use of the accommodations tax by the tourism Regions/CVBs**
- **Providing an educational forum in which the industry membership can network**

Travel Montana's industry services are aimed at supporting nonprofit tourism organizations and private-sector businesses to enhance and strengthen marketing efforts which increase business, as well as provide opportunities for the industry to unite and work together.

Disbursement of Funds to Certified Tourism Organizations

The Accommodations Taxlaw specifies that approximately 25 percent of the accommodationstax proceeds to the Department of Commerce be returned on a pro-rated basis to six tourism regions and nine qualifying cities (as shown on page 5) for their promotion as a travel destination or movie filming location.

Typical projects undertaken by these tourism organizations include brochures, travel guides, television advertising, full-color and directory print ads, publicity campaigns, convention marketing and consumer and trade show exhibiting. Travel Montana's responsibilities include:

- Review of each project proposal to ensure compliance with Tourism Advisory Council (TAC) regulations and the law.
- Presentation of regional/Convention and Visitors Bureau (CVB) marketing plans and projects to the Tourism Advisory Council for approval. (Assistance in development is available for tourism organizations from Travel Montana, if desired.)
- Annual program and financial audits of tourism organizations.
- Refinements of compliance procedures to provide a more streamlined process while meeting all legal and regulation requirements.
- Facilitating the execution of projects between Travel Montana and the regions and CVBs by developing two brainstorming/educational sessions per year.

Governor's Conference on Tourism & Recreation

The focus and purpose of the annual Governor's Conference on Tourism and Recreation is to build consensus for the direction of the industry in Montana, heighten industry awareness; provide marketing tips, research results and hands-on workshops; present national and state travel trends; as well as to provide a format for networking.

The conference is a two-day event, providing a variety of in-state and national speakers on topics determined by input from previous year attendees, current events and suggestions by other recreation, research and cultural partners. The conference also includes a trade show. Registration, pre-planning and on-site assistance is provided through a contract with a professional meeting planner.

The 1998 conference will be held in Kalispell on April 6 and 7.

Superhost Program

In the long term, Travel Montana's success will be judged not only by the number of guests who visit the state, but also by the quality of their stays and the number of times they return. Montana has an outstanding reputation for friendly people, and is fortunate to have a comprehensive customer service training/visitor information program in place.

Superhost Program

The Superhost program is designed to create an awareness and understanding of Montana's travel industry and to enhance the level of customer service provided by the industry. Ultimately, the program strives to encourage the state's visitors to stay longer, tell their friends about positive experiences and to return to the state time after time. The Superhost program stands ready to lead the way in educating Montana communities and businesses about the importance and economic impact of Montana's tourism industry.

Superhost workshops are three to four hours in length and cover a wide spectrum of travel and customer service topics. They are designed to develop a commitment to quality service and to broaden each participant's knowledge of Montana's tourism industry. All Superhost workshops contain a common core of information, but were developed to be flexible in order to meet the needs of individual businesses and communities. The workshops are designed to involve participants in an interactive learning experience as opposed to a lecture type atmosphere. As a result, each workshop is slightly different depending on the facilitator's style, the background and experiences of participants and the needs of the business/organization.

Contracted Trainers •

Travel Montana contracts with professional trainers who conduct customer service workshops throughout Montana. These trainers help to make cost-effective customer service training readily available in every community in Montana, regardless of size. The trainers are responsible for marketing the program to communities and businesses within their designated regions.

Superhost Communities •

In order to become a Superhost community, local groups or organizations must develop and initiate a plan to provide ongoing customer service training, provide staffing for a local visitor center and develop tourism materials that list events, attractions and visitor services available in the area.

Superhost Businesses •

In order to become a "Superhost business," a majority of a business' current staff needs to have participated in a Superhost workshop within the previous 24 months. Certified Superhost businesses receive a Superhost window/door sign. Information highlighting the importance of the Certified Superhost Business program is included in at least one Travel Montana publication.

The goals of the Montana Superhost Program are to:

- **Create an awareness and understanding of Montana's travel industry**
- **Enhance the level of customer service provided by Montana's tourism industry**

Tourism Development & Education

Travel Montana's Tourism & Education programs focus on:

- **Enhancing interagency communication and understanding**
- **Developing partnerships to maximize results and avoid duplication of efforts**
- **Provide a forum whereby the tourism industry encompasses the Montana Indian Nations, together with historic preservation, arts and humanities groups**
- **Implementing "real life" tourism planning and education programs for communities and entrepreneurs**

As Montana continues to develop and market its tourism and recreation potential, coordination of efforts within the Montana tourism industry becomes increasingly important. The main emphasis of this area is to coordinate and facilitate cooperative tourism-related efforts between federal and state agencies and private-sector interests. This will be achieved in accordance with the Montana Tourism Industry's Five-Year Strategic Plan and Travel Montana's corresponding Five-Year Marketing Plan.

Following the direction highlighted in the Five-Year Strategic Plan, Travel Montana will enhance its community outreach efforts. The three main areas of focus will be rural tourism assessment and development, tourism-related education and cultural tourism development and promotion. Each of these programs will be closely coordinated with various other state and federal agencies and the Montana State University Extension Program and key cultural tourism groups.

Interagency Coordination

Plans are underway to create a Travel Montana staff position to coordinate and facilitate the numerous cooperative partnership projects and activities of the Montana Tourism & Recreation Initiative (MTRI). MTRI is an interagency coalition comprised of thirteen state and federal agencies, whose "membership" includes the state departments of Commerce; Agriculture; Transportation; Fish, Wildlife & Parks; Natural Resources & Conservation; Montana Historical Society and the University Extension Service. Federal participants include the National Park Service, Bureau of Land Management, Army Corps of Engineers, Fish & Wildlife Service, Bureau of Reclamation and the USDA Forest Service.

The new MTRI coordinator will, in addition to scheduling and facilitating meetings, work to create effective interagency "partnership teams" in an overall effort to establish and reach a true statewide tourism and recreation philosophy for Montana. Specific projects presently identified by MTRI include:

- Establishment of a computerized interactive travel information system
- Coordination of agency information and education programs
- Development and implementation of standardized interagency planning and research processes
- Creation of a public-sector development and promotion strategy for the upcoming Lewis & Clark Bicentennial Observance

Cultural Tourism Development & Promotion

Travel Montana will, in FY98, expand the Indian Tourism Development & Promotion Program to include the larger focus of Cultural Tourism. Within this new program, the Cultural Tourism Specialist (the program manager previously known as the Indian Tourism Specialist) will continue to work closely with Montana's American Indians on issues of tourism planning, marketing and promotion, while concurrently striving to enhance the lines of communication between Travel Montana, historic preservation, arts and humanities groups.

A focused coordination program with tribal colleges and Tribal Business Information Centers on Montana's Indian Reservations will facilitate the expansion of needed tourism and recreation education for Montana's Native Americans. A combination of information sharing meetings and strategy development workshops will serve to generate the nucleus of appropriate projects which could be initiated to more effectively include the arts, historic preservation and humanities in Montana's tourism industry. Travel Montana will facilitate the process necessary to create Montana's first-ever Cultural Tourism Action Plan during FY98.

Strategic Tourism Plan & Marketing Plan Review & Update

A review and update process initiated in FY96 will be completed on both the Five-Year Strategic Tourism Plan and Five-Year Marketing Plan in FY98. Specifically, both plans will be reviewed and updated to summarize the actions that need to be implemented to ensure the achievement of key goals and objectives identified as being within Travel Montana's overall mandate. This process will involve a broad spectrum of diverse interests in both the public and private sector of Montana's travel and tourism industry. The projected timeline for completing these plan updates is November/December 1997.

Rural Tourism Assessment & Development

To assist the many rural communities of Montana considering tourism as an economic stimulus, Travel Montana will continue to coordinate and facilitate the implementation of a community tourism assessment and development program. This program is designed to be primarily "self-administering." With overall direction given by Travel Montana, the Montana State University Extension Program and the Institute for Tourism & Recreation Research at the University of Montana, participating communities will commit to investing the manpower and time necessary to complete the various program steps. In FY98, (the program's fifth year) work will continue in three communities. A comprehensive, user-friendly "how to" workbook has been developed to assist in the process implementation in future communities.

Included in this comprehensive process is the building of a community profile to include: lifestyle, attitudes toward tourism, current community economic structure, existing asset inventories and long-range community vision. Having identified and prioritized potential tourism projects acceptable to the community, review studies will be administered to gauge a potential project's social, economic and environmental impacts, both positive and negative. Community organization, project development, marketing and follow-up are all components of the program.

Upon completion of this in-depth, eight month tourism assessment process, each of the three communities will be eligible to apply to Travel Montana for a newly established project development grant in an amount up to $20,000. Approved by the Tourism Advisory Council, this grant program will offer much needed "seed money" for the development of appropriate community-oriented, tourism-related, nonprofit project(s).

Education

In close coordination with the Montana State University Extension Program, the Small Business Development Centers and various other public-sector agencies offering training and education, Travel Montana will provide coordination and partnership funding to present expanded education opportunities for the private-sector of the Montana travel industry. Tourism training courses planned for FY98 include a follow-up workshop series to the very successful Farm & Ranch Recreation workshops presented in 1995, 1996 and 1997. Travel Montana will coordinate the planning and implementation of these course offerings in partnership with participating agencies. In addition, Travel Montana will continue to offer technical expertise in such areas as customer service training and tourism publicity, as well as overseas group travel and consumer marketing.

Tourism Infrastructure Investment Program (TIIP)

Montana's 4% accommodations tax is the funding source for the state Department of Commerce's Tourism Infrastructure Investment Program. This innovative program will generate grant funding to facilitate the development of new tourism-related products, and the enhancement of existing products in the State of Montana. Under this program, Travel Montana will provide $200,000 in FY97 in matching grants for tourism-related projects sponsored by nonprofit organizations. This grants program will maintain and strengthen Montana's role as a competitive visitor destination by investing accommodation tax receipts in Montana's tourism industry infrastructure. Projects to be encouraged include construction or purchase costs for new buildings, equipment or remodeling/enhancing/preserving existing tourism and recreation attractions, historic sites and artifacts which would have the potential to extend a visitor's stay in Montana.

Film Industry Promotion & Services

Travel Montana, through the Film Office, promotes the state as a location for feature films, commercials, television, documentaries, music videos and still photography and provides information, scouting and support services to the motion picture industry—including producers, directors, location managers and studio executives.

Internet:
http://montanafilm.mt.gov

The efforts of the Film Office provide overall benefit to the state in two ways:

- **Expenditures by production companies and cast and crew during filming**
- **Increasing visitation to the state by exposing Montana to a worldwide audience**

1997 Feature Films

- **Everything That Rises — Livingston area**
- **The Horse Whisperer — Big Timber and Livingston areas**
- **Me and Will — Livingston area**
- **The Patriot — Ennis area**
- **What Dreams May Come — East Glacier Park, Blackfeet Reservation**

Advertising & Marketing

Specific promotional projects are undertaken by Travel Montana to build and sustain the out-of-state production community's awareness of Montana as a prime filming location.

Trade Magazine Advertising

Montana ads will be featured in various trade publications such as *AFCI Locations*, *Daily Variety*, *Hollywood Reporter* and *Backstage SHOOT*.

Promotional Poster

One poster will be produced to continue the current series on dramatic Montana locations. It will be distributed at trade shows and as a limited direct mail piece.

Calendars

A targeted mailing of Montana calendars featuring Montana locations will be sent to selected producers, directors, studio executives and location managers. These calendars will provide a monthly reminder of the state as a location (November 1997).

Scouting/Industry Liaison

Scouting trips showing producers and other studio personnel possible locations for their upcoming projects are carried out by Travel Montana. When appropriate, Travel Montana works with its industry and regional liaisons to help facilitate this process (year round).

Trade Shows & Film Festivals

Being represented at major industry trade shows and film festivals in the United States and abroad allows Montana the opportunity to increase awareness and knowledge of the state as a film location on a one-to-one basis.

Sundance Film Festival •
A nationally recognized film festival held in Park City, Utah, where directors, producers and studio executives meet and conduct workshops and screen new independent feature films and documentaries (January 1998).

AFCI Locations Trade Show •
An annual motion picture location show attracting up to 6,000 major decision makers in both U.S. and foreign markets. This show is sponsored by the Association of Film Commissioners International (February 1998).

Showbiz Expo West •
One of the premier trade shows for the motion picture industry, this annual trade show attracts over 30,000 attendees in three days (June 1998).

Showbiz Expo East •
An annual trade show for the motion picture industry that gives access to companies based on the East Coast (September 1997).

Fulfillment

Travel Montana responds to requests from producers for information about locations as well as the guidelines, laws and permits regarding shooting in Montana. Turnaround time for information will range from immediate to 24 hours.

Montana Production Guide

The *Montana Production Guide* is distributed to key decision makers within the motion picture industry. It is an all-encompassing reference for shooting a production in Montana. The guide contains over 160 pages detailing the following information: production services and crews; contacts for federal, state and city agencies; weather data; aircraft charters, and major locations, towns and cities, along with photos of Montana locations. Approximately 2,500 guides are produced every two years.

Photo & Information Files

Responding to inquiries quickly is one of the best ways to ensure that Montana is considered for a project. Travel Montana keeps thousands of photographs on hand to send at a moment's notice and continually updates files by photographing both old and new locations as appropriate.

Evaluation Mechanisms

Travel Montana tracks location inquiries and requests as a measurement of the level of interest in the state. The true measure of success, however, is the increasing amount of revenue generated in Montana through motion picture and commercial projects. Production company expenditures are calculated from data collected by the film office from personal interviews and a mailed questionnaire sent at the completion of the project. These figures are then presented in aggregate on an annual basis. Additionally, there are long-term results—building the image of Montana as both a viable location and tourist destination—which are difficult to quantify, but provide a return in the future.

Cooperative Marketing

Numerous programs within Travel Montana coordinate private sector co-ops in order to facilitate relationships with our private industry partners. Programs participating in joint ventures include: Consumer Marketing, Publications, Electronic Marketing, Publicity and Group Travel & Overseas Marketing

Travel Montana regularly seeks involvement in cooperative marketing programs, both with other states and provinces and with private-sector organizations/businesses. Such efforts enhance the appeal of Montana's vacation product and stretch marketing funds for Travel Montana and its co-op partners. Following is a brief overview of some existing ventures.

Montana/Wyoming National Parks Co-op

This longtime advertising partnership includes the states of Montana and Wyoming, AMFAC Parks and Resorts, Glacier Park, Inc. and the Grand Teton Lodge Company (concessionaires at Yellowstone, Glacier and Grand Teton National Parks, respectively). The co-op's annual spring/summer magazine campaign focusing on Yellowstone, Glacier and Grand Teton national parks continues to be an effective Travel Montana program. The current ad featuring the headline "Some People Might Call It A Mega-Park. We Call It Montana and Wyoming" is a four-color, ½-page, double-truck image that is an amalgam of the three parks. An accompanying website can be found at http://3parks.mt.gov.

Montana/Alberta, Canada Co-op

Travel Montana and Alberta Community Development have designed a three-year program to promote a "two-nation vacation." The *Alberta/Montana Discovery Guide: Museums, Parks & Historic Sites* has more than 350 pages featuring over 500 museums, parks and historic sites throughout 12 regions (six in Montana, six in Alberta). The guidebook sells for $12.95 and is distributed within Montana and Alberta by Falcon Press. Current promotion of the book consists of television PSAs, paid television advertising and promotional print pieces (posters, rack cards, bookmarkers).

Private Sector Co-ops

Travel Montana undertakes several efforts open to participation from tourism organizations/businesses. Programs include the downhill ski television co-op, in-state winter program and *Winter Guide* advertising, as well as the numerous electronic projects throughout Travel Montana. Other components of this program are placement of "advertorial" in magazines targeting consumer travelers, group tour operators and organizations of journalist familiarization trips in cooperation with Montana's six tourism regions.

Trail of the Great Bear

Travel Montana will continue to support the marketing and promotion of this international scenic corridor linking Waterton National Park in Canada to Yellowstone National Park in the United States. In addition to including the Trail of the Great Bear in the overall consumer marketing and travel programs, Travel Montana is a member of both the Trail of the Great Bear Society's Advisory Board and Marketing Committee.

RMI—"The Real America"

Montana has seen considerable success in attracting visitors from Germany, United Kingdom, France, the Netherlands, Belgium and Japan through the partnership with Idaho, South Dakota and Wyoming under the Rocky Mountain International (RMI) banner. This program has proven to be extremely cost effective and has won national awards and recognition for its creative approach to marketing this corner of the world in Europe. Significant cost savings are achieved by working together with the other states in reaching the European and Japanese travel markets.

Planned Research Projects

The overall purpose of the University Travel Research Program, funded by the accommodations tax, is to allow Montana's tourism and recreation industry to make informed decisions about planning, development, management, marketing and economic impact. The Institute for Tourism and Recreation Research at the University of Montana administers the program. The University Travel Research Program is designed to be relevant, practical, timely and responsive to the needs of the industry as a whole. Listed below are the research projects currently approved by the Governor's Tourism Advisory Council and funded by the University Travel Research Program.

FY98 Community Tourism Assessment & Quality of Life Monitoring

This project funds continuation of ITRR support to the community tourism assessment process for three new communities in 1997–98 to determine their potential and desire for tourism development. In addition to the three communities, a statewide sample is assessed using the identical quality of life and attitude questions. A comparison is made, between the three communities and the state as a general population. The reason for this inquiry dates back to the vision statement of the five-year strategic plan, which states that tourism should enhance the quality of life for residents in the state.

Resident Attitude Monitoring

The purpose of this research is to continue monitoring resident attitudes toward tourism through a three-question telephone survey once a year. This baseline longitudinal data has been collected at least once a year since August of 1991 and provides the tourism industry with insight into the stable or changing attitudes Montana residents have toward tourism. When changes appear in attitude, the tourism industry needs to address these issues.

FY98 Tourism Monitoring

The purpose of this research is to gather secondary data related to travel in Montana and surrounding areas as well as monitor the state of the industry by yearly surveying tourism industry providers. The roll of ITRR is to monitor travel levels and provide trend information to tourism providers, marketers and planners. ITRR has traditionally filled this roll by active participation in the *Economic Outlook* publication, the *Tourism and Recreation News Briefs* which are weekly summaries of Montana newspaper reports on tourism and recreation and publication of *Montana Vision*, a quarterly newsletter.

Nonresident Winter Travel Study

This research project will provide an update on nonresident travel spending and characteristics while traveling in Montana during the winter months. Border counts will update the number of nonresidents visiting in the winter. The overall purpose is to characterize travelers according to expenditures, activity types, length of stay, purpose of travel, travel pattern and travel information used, as well as determine the economic impact of winter travelers within Montana.

Tourism Industry Analysis

Tourism throughout Montana and the nation is a misunderstood industry. The purpose of this study is to outline possible projects that help explain what tourism is all about in terms of the state's economy, social impacts and environmental impacts. One project outlined will be conducted as a starting point in explaining the impacts of tourism to Montana.

Travel Montana Marketing Calendar 1997

	1997/JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Consumer Advertising	• Warm Season Magazine Ads • Canadian Newspaper & Radio ads		• Downhill Ski Magazine Ads • Downhill Ski Internet Banner Ads	• DownhillSki TV Ads • Downhill Ski/Snowboard Magazine Ads • Cross-Country Ski Magazine Ads • Snowmobile Magazine Ads • Downhill & Cross-Country Ski Internet Banner Ads • Downhill Ski Montana Roadshow-North Dakota, South Dakota	• Downhill Ski TV Ads • Downhill Ski/Snow-board Magazine Ads • Cross-Country Ski Magazine Ads • Downhill & Cross-Country Ski Internet Banner Ads • Downhill Ski Montana Roadshow-North Dakota, South Dakota • Winter In-state program	• Downhill Ski TV Ads • Cross-Country Ski Magazine Ads • Downhill & Cross-Country Ski Internet Banner Ads • Winter In-state program
Trade Advertising & Promotions	• Media Calendar of Events–*Oct 96-Apr 97* • Publicity Newsletter and Media Tour Invitations-Direct Mail	• Tour Operator Direct Mail-Montana Magazine • Convention Ads	• Convention Ads	• Publicity Newsletter and Media Tour Invitations-Direct Mail • Tour Operator Direct Mail-Montana Magazine • Convention Ads	• Convention Ads	• Convention Ads • Tour operator direct mail–Montana Magazine
Familiarization Tours		• Dinosaur Trail, Missouri River Country (19-22)	• Lewis & Clark In SW Montana, Gold West Country (2-7) • In the Shadow of the Horse Whisperer, Yellowstone Country (9-14) • Watchable Wildlife-Mission Valley, Glacier Country (25-29) • Post Round-Up Montana FAM tour (23-28)	• Raptors on the Ridge-Bozemen, Yellowstone Country Country (9-12)		
Tourism Events & Projects				• Tourism Advisory Council Meeting (6-7)		
Sales & Trade Missions		• Meeting Professionals International-Baltimore (2-5)	• Affordable Meetings-Washington, DC (5-7) • RMI Round-Up (15-23) • Showbiz Expo East-New York City (19-21)	• Incentive Travel & Meeting Executives (IT&ME)-Chicago (6-8) • Cineposium-Newport Beach, CA (24-28)	• Paris Sales/Media Seminar (13-14) • National Tour Association (NTA) Fall Exchange-Tampa (8-12) • World Travel Market-London (17-20)	• American Bus Association (ABA) Marketplace-Nashville (6-10)
Consumer Travel Shows						
Publications	• Montana Travel Update • Untold Story Leads–Fall • Oct.-April Calendar of Events	• Montana Travel Update • Winter Guide	• Montana Travel Update • Marketing Plan & Executive Summary	• Montana Travel Update • Untold Story Leads–Winter • 1997-98 Group Tour Planning Guide • Guide to Indian Reservations Brochure	• Montana Travel Update • 1998-99 Meeting Planner's Guide	• Montana Travel Update • Montana Photo Location Brochure

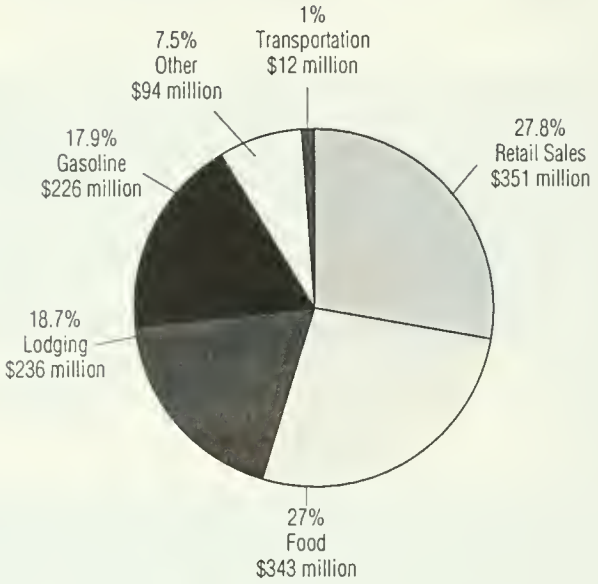
Travel Montana Marketing Calendar 1998

1998/JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
• Downhill Ski TV Ads • Winter In-state program • Warm Season Magazine Ads • Montana/Wyoming Co-op Ads	• Winter In-state program • Warm Season Magazine Ads • Montana/ Wyoming Co-op Ads	• Warm Season Magazine Ads • Montana/Wyoming Co-op Ads • Invite-A-Friend Summer Program	• Warm Season Magazine Ads • Warm Season "Direct TV" Ads • Invite-A-Friend Summer Program • Warm Season Internet Banner Ads • Seattle Outdoor Boards	• Warm Season Magazine Ads • Warm Season "Direct TV" Ads • Invite-A-Friend Summer Program • Warm Season Internet Banner Ads • Seattle Outdoor Boards	• Warm Season Magazine Ads • Invite-A-Friend Summer Program • Canadian Newspaper & Radio Ads
• Media Calendar of Events, *Apr–Oct 98* • Publicity Newsletter and Media Tour Invitations-Direct Mail • Convention Ads	• Tour Operator Direct Mail-Montana Magazine • Film Office Ads	• Film Office Ads • Convention Ads	• Publicity Newsletter and Media Tour Invitations-Direct Mail • Tour Operator Direct Mail-Montana Magazine • Convention Ads • Film Office Ads	• Convention Ads • Film Office Ads	• Tour Operator Direct Mail-Montana Magazine • Convention Ads • Film Office Ads
	• SATW Pre/Post Convention Tours, Yellowstone Country (TBA)	• NASJA Pre Convention Tours, Statewide (TBA)		• International FAM tours (TBA)	• International FAM tours (TBA) • Group Travel FAM (TBA)
• Farm & Ranch Recreation Workshops–sites and dates TBA (Jan/Feb)	• Tourism Advisory Council Meeting (2-3)		• Governor's Conference on Tourism & Recreation-Kalispell (6-7)		• Tourism Advisory Council Meeting (1-2)
• Sundance Film Festival–Park City, UT (15-24) • RMI Winter Round-up Coeur d'Alene	• Swiss Visit USA • Locations '98 Trade Show-Los Angeles	• Brussels Sales Seminars (5-6) • ITB-Berlin (7-11)			• Showbix Expo West-Los Angeles • Pow Wow USA-Chicago (23-28)
• Montana Travel Update • Untold Story Leads–Spring • Vacation Guide • Travel Planner • April-Oct. Calendar of Events	• Montana Travel Update • Fishing Guide • Montana Film Office poster	• Montana Travel Update • Highway Map	• Montana Travel Update • Quick Reference Guide • Untold Story Leads-Summer	• Montana Travel Update	• Montana Travel Update

The Importance of Tourism

Tourism is one of Montana's most important and promising industries. In fact, travel industry growth over the last decade has outpaced all other natural resource-based basic industries in Montana. It continues to enjoy steady growth. From 1991 to 1996, the number of nonresident visitors to the state increased by 16%, from 6.77 million to 7.86 million visitors. In 1996, those 7.86 million visitors spent an estimated $1.26 billion in Montana.

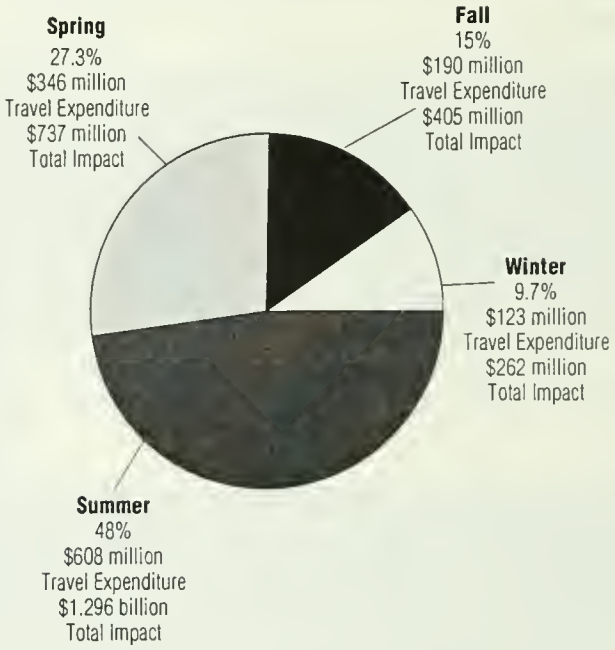
How the Nonresident Travel Dollar Is Spent



- **Total gross expenditures $1.26 billion**

1996 Figures

Travel Expenditures and Total Economic Impact Generated by Season



1996 Figures

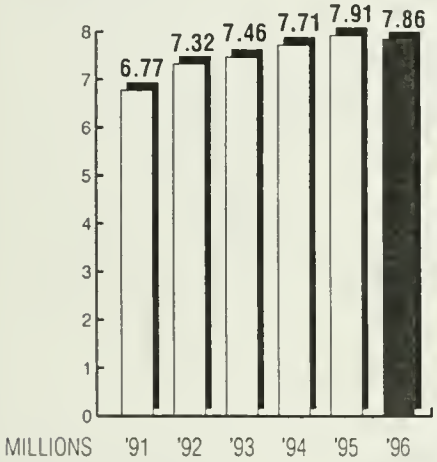
As shown above, visitor expenditures have impacts far broader than the lodging industry and circulate through a broad cross-section of the Montana economy. *Total economic impact of the travel, tourism and recreation industry to Montana in 1996 (including indirect and induced impact) is estimated at $2.7 billion.*

In direct benefit to all Montana citizens, visitors to Montana pay millions of dollars annually into our general and highway funds through various Montana taxes. Nonresident travel expenditures in the state also sustained an estimated 59,000 jobs in Montana in 1996 which were directly or indirectly related to travel. In total, these jobs accounted for $779 million in payroll.

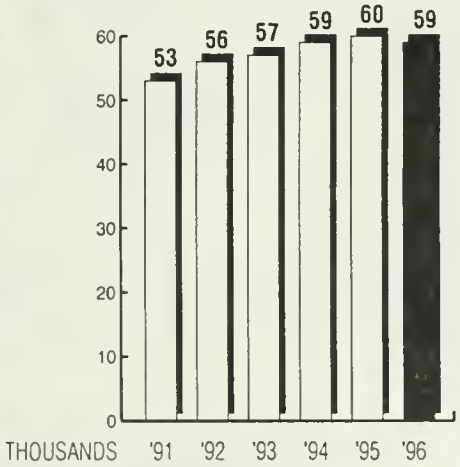
These measurements represent significant growth since 1991. Visitor expenditures have risen 33%, travel-related or dependent jobs increased by 16% and labor income from tourism has grown by 33%.

In addition, the filming of movies and commercials in Montana generated income to Montana of $6 million in 1996.

Nonresident Visitors Up 16% from 1991



Travel-Dependent Jobs Up 16% from 1991

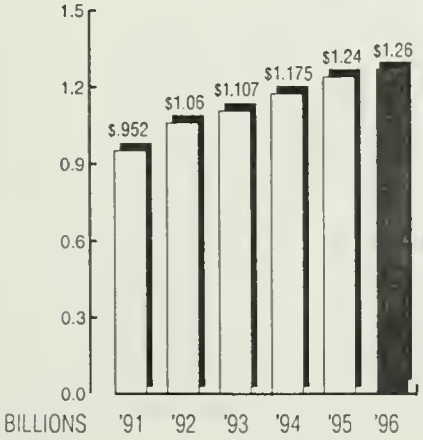


7.86 million people visited Montana in 1996, spending an estimated $1.26 billion in our state.

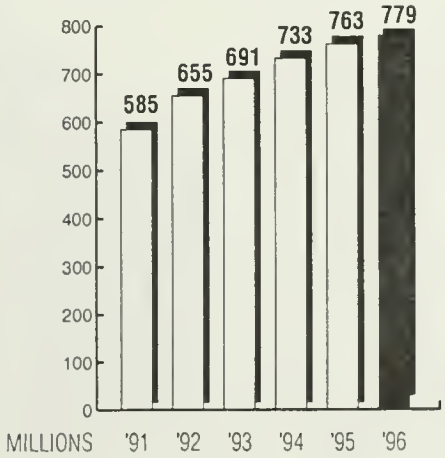
59,000 jobs in Montana are directly or indirectly related to the travel trade—in hotels, restaurants, gas stations, retail stores and more.

Montana workers earned $779 million in 1996 from jobs related to nonresident travel.

Visitor Expenditures Up 33% from 1991



Travel Payroll Up 33% from 1991



Nonresident Travel's Economic Impact

Economic Impact 1996

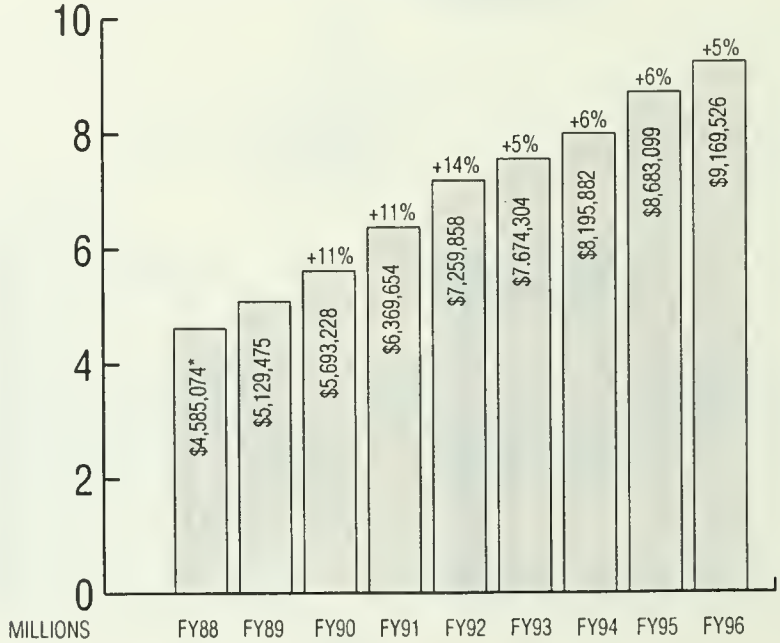
	Direct Impact	Secondary Impact	Total Economic Impact
Total Industrial Output	$1.20 billion	$15 billion	2.7 billion
Employment Compensation (Travel-generated salary and wages)	$347 million	$431 million	$779 million
Employment	31,000 jobs	29,000 jobs	59,000 jobs

Numbers are rounded.

Number of Nonresident Visitors 1996

Traveler Type	Traveler Groups	Number of Travelers
Highway	3,081,654	7,443,355
Airport	258,614	423,504
Total	3,340,268	7,866,859

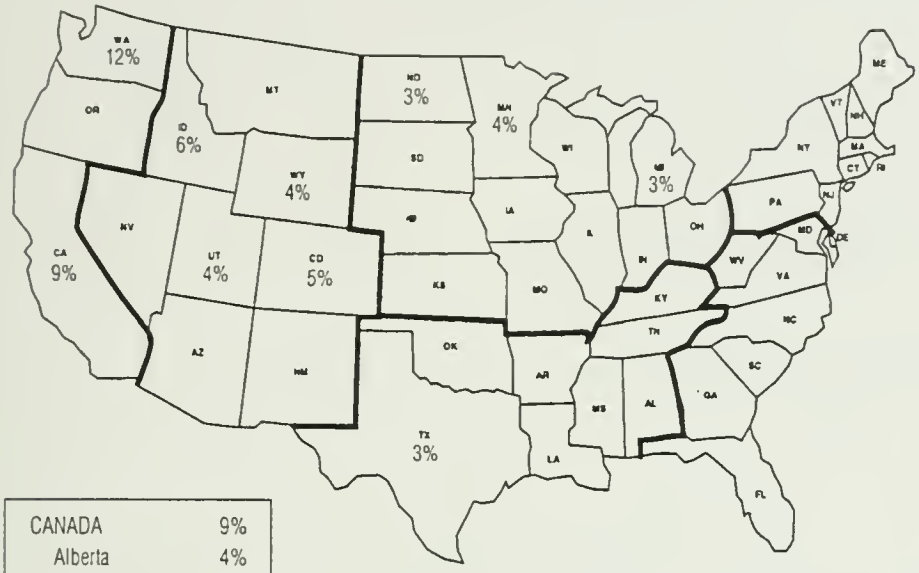
Accommodations Tax Collections



* FY88 reflects only three quarters of revenue collections.

Facts About Visitors

Visitors to Montana represent every state and Canadian province and a minimum of 20 foreign countries. The Pacific Northwest represented the largest group of visitors (22 percent). Most nonresident visitors to Montana came from Washington state followed by California and Idaho.



CANADA	9%
Alberta	4%
B.C.	3%
OTHER COUNTRIES	5%

STATES WITH 3% OR MORE VISITATION INDICATED ON MAP.
Totals may not add to 100% due to rounding.

Percent of Visitors by Place of Residence (1996)

Residence	June – September
Washington	12%
California	9%
Idaho	6%
Colorado	5%
Other Countries*	5%
Alberta	4%
Wyoming	4%
Oregon	4%
Minnesota	4%
Utah	4%
Texas	3%
North Dakota	3%
Michigan	3%
Wisconsin	2%
Illinois	2%
Arizona	2%
Florida	2%
British Columbia	2%
Nevada	2%
South Dakota	1%
Saskatchewan	1%

* Non-U.S., Non-Canada
Columns do not add to 100% because of multiple responses.

Activity Participation

	Purposes of Trip	Primary Purpose		Purposes of Trip	Primary Purpose
Vacation	77%	49%	Recreational Shopping	9%	1%
Visit friends/family	33%	18%	Necessity Shopping	4%	1%
Passing through	27%	18%	Convention/meeting	4%	2%
Business	11%	7%	Medical Reasons	2%	1%

Reasons for Visiting

(visitors could check as many as appropriate)

Mountains	51%	National forest area	15%
Yellowstone National Park	39%	Fishing	14%
Rivers	36%	Viewing historic sites	13%
Open space	32%	Montana history	11%
Glacier National Park	31%	Native American culture	11%
Viewing wildlife	28%	Wilderness	8%
Uncrowded areas	28%	Other Attractions	8%
Lakes	27%	Northern Great Plains	6%
Friendly people	18%	Badland	6%
Camping	18%	State parks	6%
Hiking	15%	Special events	5%

Primary Reasons for Visiting

(visitors could only check one)

Glacier National Park	25%
Yellowstone National Park	22%
Mountains	12%
Fishing	7%
Montana history	6%
Open space	5%
Uncrowded areas	5%
Special Events	4%
Friendly people	3%

Key Marketing Objectives

Seven marketing objectives have been set to guide the work of Travel Montana through a strategic planning process completed in the fall of 1992. These objectives fall into four basic categories:

- Economic Benefits & Opportunities for Montanans
- Diversifying the Industry
- Resource Protection
- Tourism Industry Cooperation

The marketing objectives which have shaped Travel Montana's program are:

- Increase visitor expenditures in Montana an average of 5% per year, with emphasis on raising per-visit expenditures and length of stay.
- Increase overall labor income (travel payroll) from the tourism and recreation industry an average of 3%–5% per year.
- Increase in-state expenditures generated from motion picture and commercial productions filmed in Montana.
- Raise labor income (travel payroll) derived from the tourism industry during the fall, spring and winter seasons.
- Increase labor income derived from the tourism industry in less-traveled areas of the state.
- Support tourism development and growth which enhances Montana's natural, historical and cultural resources and mitigates negative impact.
- Foster cooperation in tourism promotion and development through all sectors of the tourism industry.

Travel Montana Mission Statement

Travel Montana's mission is to strengthen Montana's economy through the promotion of the state as a vacation destination and film location.

By maximizing the combined talents and abilities of its staff, and with guidance from the Governor's Tourism Advisory Council, Travel Montana strives to promote a quality experience to visitors while encouraging preservation of Montana's environment and quality of life.

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